

Central Carolina Technical College

2011-2012 Annual Effectiveness Report



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INTRODUCTION

Planning for Institutional Effectiveness at Central Carolina Technical College

Central Carolina Technical College engages in ongoing, integrated, and institution wide research-based planning and evaluation processes. The elements of Central Carolina Technical College's planning processes incorporate a systematic review of the institution's mission, goals, and outcomes resulting in continuous improvement in the institution's quality. The results of these two processes help the institution determine if it is accomplishing its mission. Planning for institutional effectiveness involves two processes: 1) annual planning and 2) strategic long-term planning. Both employ assessment for continuous improvement as a parallel process to planning. The College involves multiple stakeholders in its collaborative planning process and maintains a focus on its mission in planning for institutional effectiveness.

It is the responsibility of the Executive Leadership Team (ELT) to provide leadership in established procedures to ensure comprehensive and integrated planning and budgeting processes throughout the institution. The procedures employed are designed to empower the organizational units to plan, evaluate, and continuously improve student learning, teaching, and support services through the identification of expected outcomes.

CCTC Mission Statement

Central Carolina Technical College is a comprehensive, public, two-year institution of higher education dedicated to fostering a positive environment of teaching and learning for faculty, staff, and students. The College serves primarily the region of Clarendon, Lee, Kershaw, and Sumter counties in South Carolina and confers associate degrees, diplomas, and certificates. College programs, student support services, and resources provide citizens, businesses, industries, and communities with quality, affordable, accessible, customer-responsive post-secondary education through life-long learning and specialized training opportunities specifically designed to develop the foundation for personal growth, economic development, and an improved quality of life.

The College's vast array of associate degree, diploma, and certificate programs prepares students to enter the job market, to transfer to senior colleges and universities, and to achieve their professional and personal goals. Specifically, Central Carolina offers academic programs in business, the health sciences, public service, industrial and engineering technology, and the arts and sciences. Through its comprehensive programs and support services, the College annually serves over 4,500 credit students and 10,500 continuing education students in both traditional and non-traditional formats. (Revision Approved by the Central Carolina Technical College Area Commission, July 21, 2005)

CCTC 2011-2012 Annual Goals
July 1, 2011 through June 30, 2012
References Align with the 2010-2015 Strategic Plan

1. Ensure student learning outcomes through a sound academic approach to identifying, measuring, and continuously improving instruction. (Reference Strategic Plan 5E)
Measure: Measurable program outcomes will be published and measured for academic programs and student services.
2. Deliver quality distance education courses and programs through the integration of academic and student services that facilitate accessibility while ensuring consistency in student learning outcomes. (Reference Strategic Plan 4A)
Measure: The performance of students enrolled in distance education courses will be compared to traditional courses.
3. Increase the number of graduates in certificate, diploma, and degree programs by 5%. (Reference Strategic Plan 5G)
Measure: The number of graduates for July 1, 2010, through June 30, 2011, will be 735.
4. Implement Phase 1 of a comprehensive Career Services Center to meet the employment needs of students. (Reference Strategic Plan 5C, 5D, 5F)
Measure: The Career Services Center Phase 1 will be completed.
5. Offer two new programs of study by Fall of 2012 based on assessment of workforce and economic development needs of the College's service area. (Reference Strategic Plan 4F)
Measure: The College will offer two new programs of study by Fall 2012.
6. Increase the percentage of high school graduates from the ten public high schools in the four-county area enrolling at CCTC from 13% to 15%. (Reference Strategic Plan 2D)
Measure: The number of high school graduates attending CCTC will be 2% greater in the Fall of 2011 than in the Fall of 2010.
7. Increase the number of business and industry constituents/students served by the Career Training and Development Division including ReadySC training by 10%. (Reference Strategic Plan 1B)
Measure: The number of business and industry constituents/students served will be at least 1,350.
8. Continue to implement the College's Facility Master Plan by upgrading Main Campus traffic control and safety and providing gathering spaces for students and staff as well as improving pedestrian traffic flow. (Reference Strategic Plan 4E, 5B, 7F)
Measure: The project will be completed on Main Campus for the traffic control and safety flow.
9. Increase the collaboration between Academic Affairs and Student Affairs to develop a systematic and focused approach to facilitate more effective scheduling of courses at Main Campus and outreach locations. (Reference Strategic Plan 4D,4E)
Measure: A procedure will be implemented integrating resources to effectively schedule courses.
10. Increase average faculty and staff salaries in order to remain competitive within the SC Technical College System and continue to attract and retain appropriately credentialed, diverse, and talented faculty and staff. (Reference Strategic Plan 6D)
Measure: Increase average faculty and staff salaries.
11. Increase College's opening enrollment by 3% by Fall 2011 to serve the educational and training needs of the College's service area. (Reference Strategic Plan 7A)

Measure: The College's opening enrollment will be 4,500 students by Fall 2011.

12. Develop a systematic approach to identifying areas of need within the College to align with potential grant opportunities and initiatives and subsequently compile and submit grant proposals. (Reference Strategic Plan 7J, 7K)

Measure: A needs assessment will be conducted of the College's gaps in delivery of services and programs and matched to potential grants and initiatives.

13. Create an electronic resource through the College's website and the Intranet to meet the personal and financial needs of a diverse student body. (Reference Strategic Plan 4B, 5D)

Measure: The electronic resources will be published on the website and the Intranet.

14. Establish an Alumni Affairs program to facilitate partnerships with graduates and support the College's mission. (Reference Strategic Plan 4F)

Measure: The initial organizational process for an Alumni Affairs program will be completed by June 30, 2012.

15. Ensure cohesive and consistent planning for institutional effectiveness to facilitate teaching, learning, and overall effective use of resources to support the College's vision, values, and regional accreditation. (Reference Strategic Plan 7J)

Measure: A comprehensive planning process will be completed throughout the institution from the college-wide strategic plan level through the academic program outcomes level, and the College's Fifth-Year Report will be submitted to SACS.

Institutional Effectiveness Review of Accomplishments of the 2011-2012 College Goals

Central Carolina Technical College reviews the previous year's plans of action at all levels throughout the institution as a basis for the formulation of the upcoming year's plan of action. Results are identified and their use for improvement is identified to serve as the basis for the next year's plan for the respective areas of the College. This creates an integrated and comprehensive review of the Annual College Goals and supporting plans of action. While the specific detail level of accomplishments is recorded at the division and departmental level, the College accomplished many major objectives during the 2011-2012 year. The following accomplishments for each goal provide evidence of the qualifications and experience of the professionals at Central Carolina Technical College to accomplish the work of the College. Their experience spans public education, private sector experience, community involvement, academic preparation, and experience in leadership and management to support the Mission of the College.

CCTC 2011-2012 Annual Goals with Accomplishments July 1, 2011 through June 30, 2012 References Align with the 2010-2015 Strategic Plan

The College realized many accomplishments supporting the Central Carolina Technical College 2011-2012 Annual Goals between July 1, 2011, and June 30, 2012. The following accomplishments were realized as aligned with the goal statement:

1. Ensure student learning outcomes through a sound academic approach to identifying, measuring, and continuously improving instruction. (As referenced in CCTC's Strategic

Plan 2010-2015: Goal 5E - Identify and evaluate program technology competencies in all programs supporting workforce requirements.)

Measure: Measurable program outcomes will be published and measured for academic programs and student services.

- All academic programs of study identified measurable outcomes and aligned these with each program's mission.
 - The evaluation of student learning outcomes was completed for all programs of study, and results of the assessments were used for specific improvements in academic programs.
 - Results of assessment of learning outcomes were reported as a component of the annual effectiveness reports for academic programs.
 - Compilation and formatting standards were established for the consistent reporting of results of student learning outcomes for academic programs.
 - Advisory committee meetings were conducted with business and industry partners for all academic programs.
2. Deliver quality distance education courses and programs through the integration of academic and student services that facilitate accessibility while ensuring consistency in student learning outcomes. (As referenced in CCTC's Strategic Plan 2010-2015: Goal 4A - Increase the number of distance learning programs as determined by needs assessment and ongoing evaluation of delivery of instruction methodology by 2015.)

Measure: The performance of students enrolled in distance education courses will be compared to traditional courses.

- Extensive training was provided for faculty and staff to support the online learning environment.
 - Online course enrollment increased by 16% to 3,765 unduplicated students for the 2011-2012 academic year.
 - Online courses were evaluated by the Student and Course Success Team to ensure consistency between online and traditional courses.
3. Increase the number of graduates in certificate, diploma, and degree programs by 5%. (As referenced in CCTC's Strategic Plan 2010-2015: Goal 5G - Increase the number of degrees, certificates, and diplomas awarded annually to 25% of the annual fall student enrollment by 2015.)

Measure: The number of graduates for July 1, 2010, through June 30, 2011, will be 735.

- The College graduated 702 students in the 2011-2012 graduation cycle.
 - The College increased its graduation rate to 19.5% from 10.4%.
 - The College increased its success rate for first-time, full-time students to 44.6% from 41.7%.
 - The College entered into an agreement with Francis Marion University to offer Associate Degree Nursing graduates a track to the Bachelor of Science in Nursing degree.
4. Implement Phase 1 of a comprehensive Career Services Center to meet the employment needs of students. (As referenced in CCTC's Strategic Plan 2010-2015: Goal 5C - Engage students with meaningful professional-related extra-curricular activities to cultivate a sense of community on campus; Goal 5D - Provide comprehensive counseling

services to meet the diverse needs of the student population in a changing society; and Goal 5F - Develop a plan to provide instruction and mentoring in the area of soft skills in classroom instruction to aid students in their future job search.)

Measure: The Career Services Center Phase 1 will be completed.

- The Career Center was opened in February 2012 to serve the students' needs in career planning and assessment as related to the following Strategic plan goals: Goal 5D - Provide comprehensive counseling services to meet the diverse needs of the student population in a changing society; and Goal 5F - Develop a plan to provide instruction and mentoring in the area of soft skills in classroom instruction to aid students in their future job search.
 - The College earned a 93% placement rate for graduates as reported in April 2012.
5. Offer two new programs of study by Fall of 2012 based on assessment of workforce and economic development needs of the College's service area. (As referenced in CCTC's Strategic Plan: Goal 4F - Implement at least one new program each academic year based upon workplace needs for programs of study.)

Measure: The College will offer two new programs of study by Fall 2012.

- The College offered 6 new programs of study in the following content areas: Human Services Associate Degree; Basic Computer Numeric Control Certificate; Emergency Medical Technician Certificate; Gerontology Certificate; Environmental, Health, and Safety Certificate; and Pharmacy Technician Certificate.
 - The College collaborated with local economic development entities to continuously assess workforce needs to support existing business and industry in the College's service area.
 - The College partnered with multiple local and state entities to support the recruitment and/or expansion of the following industries: Continental Tire, Au'Some Candies, Caterpillar-Hydraulics, Canfor, Treleoni, Georgia Pacific, Accuride, Becton-Dickinson, Porters Fabrications, Martech Research, and Welchem.
 - The number of apprenticeships increased to 19 approved apprenticeships sponsored by the College.
6. Increase the percentage of high school graduates from the ten public high schools in the four-county area enrolling at CCTC from 13% to 15%. (As referenced in CCTC's Strategic Plan 2010-2015: Goal 2D - Enroll at least 20% of the four-county area's public high schools recent graduates into programs of study by 2015.)

Measure: The number of high school graduates attending CCTC will be 2% greater in the Fall of 2011 than in the Fall of 2010.

- 13.08% of the College's service area high school graduates enrolled at CCTC during the Fall of 2011.
- The College collaborated with area high schools to facilitate the dual enrollment courses to offer 56 sections of classes with 327 students participating in these college-level courses.
- The College initiated the Lee Scholars, Clarendon Scholars, and Kershaw Scholars programs to offer rising 9th graders a CCTC scholarship upon graduation if program criteria are satisfied.

7. Increase the number of business and industry constituents/students served by the Career Training and Development Division including ReadySC training by 10%. (As referenced in CCTC's Strategic Plan 2010-2015: Goal 1B - Partner with business and industry including small businesses, governmental agencies, and economic development entities to determine workforce needs.)

Measure: The number of business and industry constituents/students served will be at least 1,350.

- The College served 1,406 business and industry constituents/students through the Career Training and Development Division including ReadySC training during the 2011-2012 year which represented a decrease of 30.4%
 - The College partnered with ReadySC and Continental Tire to identify training facilities, needs, and potential new programs to be offered to support the hiring for this new industry.
8. Continue to implement the College's Facility Master Plan by upgrading Main Campus traffic control and safety and providing gathering spaces for students and staff as well as improving pedestrian traffic flow. (As referenced in CCTC's Strategic Plan 2010-2015: Goal 4E - Expand facilities at Outreach campuses as recommended in the College's Facility Master Plan; Goal 5B - Assess the feasibility of a Student Center as recommended in the College's Facility Master Plan; and Goal 7F - Explore and develop resources to expand the Kershaw County Campus.)

Measure: The project will be completed on Main Campus for the traffic control and safety flow.

- The Main Campus entranceway project was completed in January 2012 supporting better traffic control and safety for students and vehicles
 - The College's Facility Master Plan was considered in making decisions regarding physical facilities for sound decision making.
 - Capital projects were identified and completed during the year to support and enhance the College's physical environment.
9. Increase the collaboration between Academic Affairs and Student Affairs to develop a systematic and focused approach to facilitate more effective scheduling of courses at Main Campus and outreach locations. (As referenced in CCTC's Strategic Plan 2010-2015: Goal 4D - Provide more support services and courses at Outreach campuses; and Goal 4E - Expand facilities at Outreach campuses as recommended in the College's Facility Master Plan.)

Measure: A procedure will be implemented integrating resources to effectively schedule courses.

- Greater collaboration and communication between Academic Affairs and Student Affairs was facilitated for more effective scheduling for Main Campus and outreach locations.
 - Guidelines were established to monitor class size during the registration period to offer more cost-efficient sized courses.
10. Increase average faculty and staff salaries in order to remain competitive within the SC Technical College System and continue to attract and retain appropriately credentialed, diverse, and talented faculty and staff. (As referenced in CCTC's Strategic Plan 2010-

2015: Goal 6D – Ensure CCTC’ faculty and staff compensation is competitive with salaries within the South Carolina Technical College System.)

Measure: Increase average faculty and staff salaries.

- Faculty and staff salaries were increased by 3% in July 2011.
- College academic and administrative unit managers worked to attract and retain credentialed and diverse faculty and staff.
- Succession planning continued through the internal promotion of faculty and staff implemented throughout the institution with 12 employees promoted from within the College.

11. Increase College’s opening enrollment by 3% by Fall 2011 to serve the educational and training needs of the College’s service area. (As referenced in CCTC’s Strategic Plan 2010-2015: Goal 7A – Increase fall semester enrollment to 5,000 students by 2015.)

Measure: The College’s opening enrollment will be 4,500 students by Fall 2011.

- The College’s opening enrollment for Fall 2011 was 4,522 students which represented a 3.2% increase in HC and a 1.8% increase in FTE over Fall 2010.

12. Develop a systematic approach to identifying areas of need within the College to align with potential grant opportunities and initiatives and subsequently compile and submit grant proposals. (As referenced in CCTC’s Strategic Plan 2010-2015: Goal 7J – Integrate SACS standards into all areas of the College to effectively impact student success, and Goal 7K – Identify a QEP topic that will positively affect student success for the 2015 reaffirmation visit.)

Measure: A needs assessment will be conducted of the College’s gaps in delivery of services and programs and matched to potential grants and initiatives.

- Needs assessment sessions were conducted in all areas of the College to identify any existing gaps to be addressed through grant funding sources.
- Grant proposals were submitted for the Trade Adjustment Act Grant, Predominately Black Institutions Grant (Competitive and Formula), Health and Human Services Grant, Growing Resources for Information Technology for a total of 6 grant proposals with 5 awards being made totaling in excess of \$5.5M in awards.

13. Create an electronic resource through the College’s website and the Intranet to meet the personal and financial needs of a diverse student body. (As referenced in CCTC’s Strategic Plan 2010-2015: Goal 4B – Expand the College’s electronic delivery methods to include lecture capture, podcasting, and other evolving electronic asynchronous delivery tools, and Goal 5D – Provide comprehensive counseling services to meet the diverse needs of the student population in a changing society.)

Measure: The electronic resources will be published on the website and the Intranet.

- Electronic resources were provided to students via the website to improve communication to current and potential students.
- Resources published electronically included Net Price Calculator, Gainful Employment, and Student Health and Community Resources links.

14. Establish an Alumni Affairs program to facilitate partnerships with graduates and support the College’s mission. (As referenced in CCTC’s Strategic Plan 2010-2015: Goal 4F –

Implement at least one new program each academic year based upon workplace needs for programs of study.)

Measure: The initial organizational process for an Alumni Affairs program will be completed by June 30, 2012.

- An Alumni Partnership program was formed during the 2011-2012 academic year.
- Two Outstanding Alumni were recognized at the 2012 Graduation Ceremony.
- Initial member appointments to the Alumni Advisory Council were made to establish this group.

15. Ensure cohesive and consistent planning for institutional effectiveness to facilitate teaching, learning, and overall effective use of resources to support the College's vision, values, and regional accreditation. (As referenced in CCTC's Strategic Plan 2010-2015: Goal 7J – Integrate SACS standards into all areas of the College to effectively impact student success.)

Measure: A comprehensive planning process will be completed throughout the institution from the college-wide strategic plan level through the academic program outcomes level, and the College's Fifth-Year Report will be submitted to SACS.

- College-wide, integrated planning was completed based upon sound, data-based decision making processes.
- Annual Effectiveness Reports (AER) were completed for all major divisions and departments at the College.
- Guidelines for administrative unit outcomes were identified and adopted for implementation during the upcoming year.
- The College's Fifth-Year Report was submitted to the Commission on Colleges (COC) and follow up report was provided with no further findings required by the COC.

Areas of Focus Identified for 2012-2013

While the roster of accomplishments is broad and represents the realization of many objectives, the Executive Leadership Team recognized there were many areas for further development within the institution to provide for continuous improvement. Some general content areas for focus in the 2012-2013 year were identified as follows and served as the foundation for the identification of the 2012-2013 Annual Goals:

- Continued focus on the assessment of student learning outcomes
- Expansion of technology at all locations and in all learning environments
- Collaborative working relationships with the secondary (K-12) school system
- Delivery of distance education courses and programs with greater integration of services
- Increasing the number of graduates and program completions
- Increase student enrollment to support workforce and economic development
- Expansion of program offerings and relevant curricula
- Increasing the number of business and industry services by the Career Training and Development Division
- Implementation of the Master Plan

- Increased collaboration between Student Affairs and Academic Affairs
- Expansion of student life programs and services
- Increasing faculty and staff salaries
- Identification of grant opportunities and submission of grant proposals
- Explore higher education collaborative opportunities for bridge programs, articulation, and transfer for students
- Expansion of the electronic resources on the College's website and Intranet
- Establishment of an Alumni Affairs program
- Implement cohesive planning for institutional effectiveness and supporting regional accreditation
- Utilization of physical facilities to program relocations to increase efficiency of program delivery
- Develop a college-wide strategy to address retention issues
- Begin development of the 2015 QEP and continue compliance with SACS standards

President's Office
2011-2012 Annual Effectiveness Report

Purpose/Mission: The President's Office will provide executive leadership to accomplish the College's Mission.

Goal No. 1

1. Provide leadership to the Executive Leadership Team in the implementation of the College's planning process for programs, services, and facilities supporting continuous improvement.

Expected Outcome for Goal No. 1

- 1.1 The College will implement sound strategies for providing new programs of study, expanding student services, and identifying resources for maximum utilization of facilities.

Supports College Strategic Goal: 4--Resources

Supports College Annual Goal: 4, 5, 8, and 12

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Collaborate with and coordinate supporting activities of ELT to develop strategies for development of programs of study, training opportunities, student services, and facilities utilization.	Conducted weekly ELT meetings focused on program development, enrollment, budget, planning, student support services, and accreditation issues to maintain communication among the College's leadership	Ongoing issues and developing issues are incorporated into the College's plan of work.
2. Monitor progress of College's annual goals and progress toward implementation of 2010-2015 Strategic Plan.	2011-2012 Annual Goals were reviewed periodically during the year and included as a component of the annual ELT retreat; the 2010-2015 Strategic Plan was reviewed as a component of the annual ELT retreat to determine status of plan Documentation: 2011-2012 Annual Goals; Agenda from ELT Retreat; and Progress Report on 2010-2015 Annual Retreat	Goals were developed for 2012-2013 with input on College initiatives; will be continuously reviewed and a member of the ELT assigned primary responsibility; and ongoing review of the 2010-2015 Strategic Plan

Goal No. 2

2. Facilitate ongoing communication with external partners to increase the awareness of the role of the College in providing postsecondary educational opportunities.

Expected Outcome for Goal No. 2

2.1 The College will increase its communication and services to students and partners in business and industry and to the secondary school systems to promote and expand its educational opportunities in the service area.

Supports College Strategic Goal: 1—Workforce Development

Supports College Annual Goal: 3, 6, and 7

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Communicate with potential business and industry prospects through economic development agencies to support industry recruitment.	Conducted numerous meetings with local economic development agencies in all four counties of the service area to support job and training development; met with Continental Tire of the Americas personnel over the past year on numerous occasions to facilitate the recruitment of this industry to Sumter County; met periodically with CCTC ReadySC representative to discuss ongoing projects for training needs; met with the Sumter County Industrial Association to develop partnerships with local business and industry; partnered with Santee-Lynches Council of Governments to submit EDA grant for new Advanced Manufacturing Technology Training Center; served as the Chairman of the Workforce Development Taskforce to develop a SC Technical College System Strategic Plan; and participated in Sumter Visioning program through the Sumter Chamber of Commerce; and participated in all 4 counties Chambers of Commerce	Will work with local economic development agencies; attendance and participation in the Sumter County Industrial Association; attendance and participation in CCTC Advisory Committee meetings; collaboration with the Santee-Lynches Council of Governments

	<p>events</p> <p>Documentation: Continental Tire Announcement; draft of EDA grant proposal; and SC Technical College System Strategic Plan</p>	
<p>2. Support efforts to increase the number of graduates of programs of study to increase the number of workplace ready employees for business and industry.</p>	<p>Worked with the VP for Student Affairs and the VP for Academic Affairs to improve program completion rates</p> <p>Documentation: Graduation Report on Number of 2010-2011 graduates; Graduation and Success Rates Report; and Advisory Committee Meeting Agenda</p>	<p>Maintain focus on increasing the number of graduates as reflected in the 2012-2013 CCTC Annual Goals; and develop a strategy for addressing student retention at CCTC</p>
<p>3. Formulate plans for secondary partners for scholarships and pathways for transition into the College to increase the college going rate among high school seniors in the College's service area through dual enrollment and funding opportunities.</p>	<p>Developed a plan and offered dual enrollment opportunities to Sumter School District resulting in courses being offered at all three Sumter School District high schools for Fall 2012; developed a program (Lee Scholars, Clarendon Scholars, and Kershaw Scholars) for Lee, Clarendon, and Kershaw Counties for current 9th graders to have a postsecondary scholarship program when meeting program criteria upon high school graduation; attended and participated in Sumter School District Superintendent Advisory Committee meetings, ATEC Advisory Council meetings, and quarterly meetings of the Sumter County Career Center Advisory Board</p> <p>Documentation: Schedule of Course Offerings for Fall 2012; Modified Prospectuses for Sumter High School, Crestwood High School, and</p>	<p>Will maintain contact with local school district superintendents; plan with the VP for Business Affairs for the budgetary expenditures for the Scholars Program; and participate in secondary school programs and committees as requested.</p>

	Lakewood High School; Lee Scholars, Clarendon Scholars, and Kershaw Scholars Agreements	
4. Facilitate marketing initiatives that maintain awareness and engagement of potential students and the community relative to the role of the college in postsecondary education.	<p>Facilitated the Associate Degree to Bachelor of Science Degree partnership with Francis Marion University; met with Coastal Carolina University Dean of Nursing to explore possible partnerships for BSN program between the two institutions; worked collaboratively with the Director of Public Relations to formulate the marketing campaign for the College for 2011-2012; worked collaboratively with the VP for Administration and Planning to facilitate the 50th Anniversary Celebration for the College; met with Sumter County Legislative Delegation representatives and presented College initiatives for the upcoming legislative session resulting in expanded workforce facilities proposals in the SC State Budget; met with Congressional representative to communicate College needs</p> <p>Documentation: Francis Marion and CCTC Agreement; PR Plan of Action; and 50th Anniversary Celebration Calendar of Events</p>	Explore other partnerships for increasing student opportunities for higher education attainment to support the College's mission; support the efforts of the PR Department in promoting the opportunities and benefits of higher education.

Goal No. 3

3. Provide oversight leadership for academic programs and services to provide quality educational programs in support of student success and economic development in the College's service area.

Expected Outcome for Goal No. 3

3.1 The College will expand its academic programs and determine the effectiveness of existing programs of study to support student success and economic development initiatives for continuous improvement of academic programs and services

Supports College Strategic Goal: 4—Educating Students

Supports College Annual Goal: 1, 2, 5, 9, and 11

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Communicate business and industry needs for programs and training to Academic Affairs and Continuing Education personnel.	Conducted weekly ELT meetings and provided feedback from business and industry personnel on training needs.	Ongoing activity through various community and economic development activities
2. Support efforts to improve online learning opportunities and availability for students.	Provided support for the planning and budgeting process to provide resources for online learning Documentation: FY 13 Budget	Continue to assess the needs of online learning through this area and provide support for resource allocation
3. Support efforts to improve scheduling of courses between all CCTC locations for maximum accessibility for students.	Worked collaboratively with the VP for Student Affairs and VP for Academic Affairs to offer appropriate courses to meet the needs of students at outreach locations; expanded the course offerings in Kershaw County through the expansion of courses at the Lugoff-Elgin High School Documentation: Modified Prospectus for Lugoff-Elgin High School	Continue to support the expanded course offerings for all locations to facilitate maximum accessibility for students

Goal No. 4

4. Provide oversight leadership for student support programs and services that provide quality services for student success.

Expected Outcome for Goal No. 4

4.1 The College will provide comprehensive and appropriate student support programs and services for students regardless of location or mode of delivery

Supports College Strategic Goal: 5—Educating Students

Supports College Annual Goal: 4, 9, and 13

Supports Division Goal: N/A

Strategy	Outcomes Accomplished	Use of Results for
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	from Strategies Implemented	Continuous Improvement
1. Support the implementation of the Career Services Center to support students in their transition into the workplace through funding and appropriate organizational structure.	Career Services Center opened in February 2012 with computer resources, personnel, and instructional materials to support career success Documentation: PBI Competitive Grant Award	Review information from the VP for Student Affairs on the effectiveness of the Career Services Center and review the role of the Tutoring Center at the College
2. Support the expansion of personnel in the Student Services Division to meet the needs of outreach management.	New positions added in the Student Affairs Division included the Director of Recruitment, Outreach, and Testing, Kershaw Advisement Counselor, and Testing Center Coordinator.	Support budgeting and planning processes for personnel needs
3. Collaborate with the Academic Affairs and Student Affairs Divisions to ensure systematic and focused scheduling of courses at outreach locations to meet the needs of students.	Same as Goal 3, Strategy 3 Above	Same as Goal 3, Strategy 3 Above

Goal No. 5

5. Provide oversight leadership for programs and services for the College's noncredit programs.

Expected Outcome for Goal No. 5

- 5.1 The College will offer noncredit programs and services in an effective and efficient manner to serve the College's constituents.

Supports College Strategic Goal: 1—Workforce Development

Supports College Annual Goal: 7

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Collaborate with economic development agencies, ReadySC, and business and	Collaborated with CCTC ReadySC representative to position the College to provide training opportunities for	Ongoing activity of monitoring and reporting industry and training needs in the College's service area.

industry to provide training for the area's workforce.	Continental Tire of the Americas; meet with other local industries to determine training needs	
2. Determine optimum organizational structure to ensure effectiveness in noncredit programs.	Reviewed organizational structure and collaborated with Director of Workforce Training to align programs and services efficiently	

Goal No. 6

6. Provide oversight leadership for services that provide quality physical, financial, and human resources.

Expected Outcome for Goal No. 6

- 6.1 The College will manage its physical, financial, and human resources in an effective and efficient manner.

Supports College Strategic Goal: 7--Resources

Supports College Annual Goal: 8 and 10

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Collaborate with ELT to develop annual budget addressing institutional needs.	Met with ELT to review the 2011-2012 Annual Goals and to identify new initiatives that have developed since the previous budgeting cycle; identified priorities in budget at the February 14, 2012, ELT Planning Retreat Documentation: 2012-2013 CCTC Annual Goals and February 14, 2012 ELT Retreat Agenda	Ongoing activity of monitoring the College's budget and developing needs relevant to current and new initiatives.
2. Support budgeting strategies to increase faculty and staff salaries.	Recommended the inclusion of an annual goal to increase faculty and staff salaries Documentation: 2012-2013 CCTC Annual Goals	Monitor the state budget and College budget resources to determine feasibility of implementing a faculty and staff salary increase
3. Support grant initiatives to expand physical, financial, and human resources.	Made recommendations on various grants proposals and supported the submission of the PBI Formula Grant, PBI Competitive Grant, TAA Grant, USDA Utilities	Continue to identify grant proposals appropriate for the College and make referrals to the Director of Advancement and Development

	Programs, US Department of Labor-iTsSC, and HHS Commit to Fit Grant proposals with over \$5.5M in awards Documentation: Grant Proposals	
4. Evaluate progress of implementation of the College's Facility Master Plan.	Reviewed the status of the College's Facility Master Plan with the ELT	Ongoing activity of monitoring the College's budget and developing needs relevant to current and new initiatives for physical facilities
5. Explore potential facilities utilization for the Federal Building and Shaw Center.	Identified opportunities for physical resource expansion through the utilization of the Federal Building and the Walmart Building renovation Documentation: CCTC FY 13 Budget	Ongoing activity of monitoring the College's budget and developing needs relevant to current and new initiatives for physical facilities

Goal No. 7

7. Provide oversight leadership for the management and utilization of data for decision making, accreditation, and planning purposes to accomplish the mission of the College.

Expected Outcome for Goal No. 7

- 7.1 The College will manage data in an effective manner to make sound decisions; manage the regional accreditation process to continuously improve the institution; and implement sound planning processes.

Supports College Strategic Goal: 7--Resources

Supports College Annual Goal: 12, 14, and 15

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Support initiatives to compile, manage, and interpret data for sound decision making.	Utilized data from the IE and Research Department for decision making and requested data for various reports, presentations, and management decisions throughout the year.	Ongoing activity of data utilization for sound decision making.
2. Support compliance with regional accreditation standards.	Reviewed the SACS Fifth-Year Report to validate content and integrity; assisted with the identification of faculty and staff to serve on	Provide support in the compilation of the Compliance Certification Report and review, revise, and communicate the standards

	the QEP Topic Research Team; appointed the SACS Leadership Team; and supported the Pharmacy Technician Certificate program accreditation process Documentation: Fifth-Year Report; QEP Topic Research Team Roster; SACS Leadership Team Roster; and Pharmacy Technician Certification Accreditation Self-Study	assigned to the President's Office and maintain communication with the CCTC Area Commission relevant to the Compliance Certification Report process
3. Participate in the planning and assessment initiatives to support institutional planning for continuous improvement.	Participated in the College's annual planning and budgeting workshop; compiled the 2011-2012 Annual Effectiveness Report for the President's Office; and prepared the 2012-2013 Annual Plan of Action for the President's Office Documentation: 2011-2012 Annual Effectiveness Report and 2012-2013 Annual Plan of Action	Provide leadership in budgeting and planning processes for an institutional approach to planning
4. Identify and support areas of collaboration with other partners for grant opportunities.	Same as Goal 6 Strategy 3 Above	Same as Goal 6 Strategy 3 Above

Goal No. 8

8. Provide oversight leadership for the College's Foundation to facilitate the effective use of resources to support the College's Mission.

Expected Outcome for Goal No. 8

- 8.1 The College will provide services through the CCTC Foundation to support the College's Mission.

Supports College Strategic Goal: 7--Resources

Supports College Annual Goal: N/A

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Communicate with the College's Foundation regarding institutional	Met with the CCTC Foundation on a quarterly basis to provide updates on the	Continue to maintain communication with the CCTC Foundation to support

initiatives.	College's initiatives Documentation: CCTC Foundation Meeting Agenda	institutional initiatives.
2. Provide support for increasing and expanding initiatives for the College's Foundation in order to offer more services to students.	Participated in the first CCTC Foundation Golf Tournament; collaborated with the local Bank of America City Executive to acquire funds to be used by the Foundation and the College to support student success; awarded 386 scholarships for a total of \$281,159 in student awards	Continue to maintain communication with the CCTC Foundation to support institutional initiatives.

Goal No. 9

9. Provide effective communication with the College Area Commission to facilitate the accomplishment of the College's Mission, Strategic Plan, and Annual Goals to serve the citizens of the College's service area.

Expected Outcome for Goal No. 9

- 9.1 Communication will be maintained with the College's Area Commission to support the College's mission.

Supports College Strategic Goal: All 2010-2015 Strategic Plan Goals

Supports College Annual Goal: All 2011-2012 Annual Goals

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
1. Maintain ongoing and consistent communication with Area Commission.	Attended and participated in all CCTC Area Commission meetings; provided reports at each Area Commission meeting; and maintained contact with Area Commission regarding the College's progress Documentation: Area Commission Reports and Agenda	Continue to maintain communication with the CCTC Area Commission to support institutional initiatives.
2. Represent the College as the President.	Attended and participated in the SC Technical College President's Peer Group; made various presentations to civic and business organizations throughout the year on behalf of the College; performed all	Continue to maintain communication with the CCTC Area Commission to serve as the President of the institution

	job duties of the President Documentation: Annual EPMS and President's Report for Area Commission meetings	
3. Monitor activities of the College to ensure alignment with the Strategic Plan, Annual Goals, and Mission.	Monitored all activities to ensure that the CCTC 2010-2015 Strategic Plan, 2011-2012 Annual Goals, and the College's Mission was integrated and institution-wide resulting in a comprehensive, quality driven institution representing the values of Integrity, Excellence, and Innovation Documentation: 2010-2015 Strategic Plan Report	Continue to maintain communication with the CCTC Area Commission to support institutional initiatives.

**Documentation record also includes the President's Report for the six Area Commission meetings held during the 2011-2012 year in support of outcomes accomplished.

2011-2012 Academic Affairs Annual Effectiveness Report

The mission of the Academics Division at Central Carolina Technical College is to change lives through education by providing academic programs that demonstrate integrity, excellence, and innovation.

Goal No. 1: Academic departments will implement best practices and innovative techniques to build a learning community conducive to student success, academic integrity, and mutual respect.

Supports Strategic Goal: 4A, 4B, 5A, 5C, 5E, 5F, 7K

Supports Annual Goal: 1, 2

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
NetTutor utilization in 2011-12 will increase by at least 10% compared to utilization in 2010-2011.	From January 2011 to April 2012 almost 162 hours of tutoring has been provided through NetTutor. Usage from January – April 2012 was up 13% from the same timeframe in 2011. Documentation: NetTutor Usage Summary.	This service is currently paid through the PBI grant and should be continued to provide an online, just-in-time tutoring option for online and off campus students. Suggest the Tutoring Center Director keep monthly reports to track usage and use this information to base continuance of this service.
Incorporate NetTutor in 10 face-to-face, online, or hybrid courses.	A widget was created in D2L in EVERY course providing direct access to NetTutor to all online courses and to any face-to-face courses using D2L.	This widget can be maintained as long as the College continues to have NetTutor.
At least five additional full time and adjunct faculty members will incorporate audio-visual elements, including Prezi, into online and F2F courses.	10 faculty involved in an eText pilot were given iPads to use in their classrooms. Two faculty in the Environmental Engineering Technology and Natural Resources Management are using video cameras to record instructional sessions in the field for review in the classroom. Several online faculty are using Camtasia and Flip videos to produce instructional videos for their online courses. Faculty in the General Education Division have access to 20 Flip video cameras and have used these to create	Based on positive feedback from faculty and students, faculty will continue to expand the use of technology for teaching and learning where appropriate based on sound pedagogical research. Offer technology training for faculty. Monitor technology use by having faculty report usage through faculty panels and sharing sessions.

	<p>introductory and instructional course resources and have added these to their D2L course area. Early Care and Education added an interactive whiteboard in their simulation classroom area and are using it to demonstrate the use of this technology as part of their program curriculum for young children.</p> <p>Documentation: Department AERs</p>	
Increase use of current technology and student learning with additional on-line application of student support material in at least 10 courses.	A link to Atomic Learning, which provides thousands of short videos on how to use application software, was added to D2L putting instruction at the fingertips of ALL students.	Continue to promote the use of Atomic Learning as a self-help resource for students, faculty, and staff.
Work with Information and Learning Technologies to identify optimum classroom technology that supports sound pedagogy and instructional design in both the traditional and distance courses; plan for and purchase materials and equipment for simulated early childhood classroom to support instruction (ECD).	<p>Based on input and requests from faculty, classrooms were updated with projectors, speakers, Teamboards, document cameras, and other instructional technology. A survey of faculty revealed the following data: 56 full-time and 28 part-time (total of 84 faculty) responded to the survey. All 84 who responded (100%) are using technology in their classrooms. Several suggested new technologies including iPads, interactive white boards, lecture capture, and devices to centralize the various technologies into one control panel.</p> <p>Documentation: ILT classroom list (Vicky Maloney); 2012 Teaching and Technology Survey Summary.</p>	Continue to evaluate classroom technologies and implement new technologies as funds permit. Utilize the new Community of Practice (formerly the Instructional Computing Team) focused on Learning Spaces to identify and adopt classroom technology and design.
Use computers in the classroom with myhvaclab textbook training supplement (HVAC).	Additional computers and work stations were installed in classroom 420H. Myhvaclab homework is not being conducted at present; however, online testing for ACR 175 is being conducted.	Computer use by students will increase. CPT 102 will be required for a BACH Certificate and CPT 101 will be required an AACH Certificate starting Fall 2012.

	Documentation: ACR 175 Syllabus	
Increase report homework assignments using outside training publications (HVAC).	Students are seeking additional training avenues (i.e. library resources, search engines, and Student Services) for ACR 252 job tasks which improve their critical thinking, communication skills, and job readiness skills. Documentation: ACR 252 Syllabus	Report writing in ACR 252 will continue to help students improve their critical thinking, communication skills, and job readiness skills.
Implement strategies to address plagiarism (ENG).	Turnitin was purchased through Perkins funds and faculty are using this software to detect plagiarism. This has been integrated into the Dropbox in D2L allowing for more widespread use of this product. Faculty were surveyed to determine strategies. Documentation: Plagiarism Survey Summary.	Faculty especially, English faculty, overwhelming requested the continuance of this product. They report great reliance on and satisfaction with Turnitin.
At least four new general education courses will be developed.	New courses: <ol style="list-style-type: none"> 1. HSS 110-History of Ideas 2. GEO 102-World Geography 3. SOC 210-Juvenile Delinquency 4. PSC 215-State and Local Government. All but PSC 215 were taught in the academic year. Syllabi and textbooks were proposed and adopted. Documentation: Speech, Humanities and Social Sciences AER	Syllabus and textbook will be reviewed and changed as needed. Will seek instructor for PSC 215.
Pilot at least two accelerated DVS courses.	Four accelerated courses were developed and taught during the academic year: ENG 032, ENG 100, MAT 032, and MAT 101. 'Accelerated' changed to 'Concentrated' as part of PBI Grant. Documentation: 2011-12 Course Schedule for ENG 032, ENG 100, MAT 032, and MAT 101 Sections 130.	Instructors strongly indicated that the extended class time contributed to a higher success rate. Will continue to schedule these courses as part of the PBI Grant requirements.

At least 7 full time faculty members will incorporate the Bamboo Tablet into their face-to-face courses (MAT).	Experienced Bamboo Tablet users trained new users. Documentation: Mathematics Department AER	The majority (8 of 10) of full-time faculty members utilize Bamboo Tablet in class presentations.
Develop and offer at least 5 hybrid courses.	A total of 16 courses were offered in the hybrid format during the 2011-2012 year. They are AOT 104, AOT 110, BIO 205 & 206, ECD 200, ECD 205, HIS 202, HUS 206, MAT 101, MAT 120, NUR 201, NUR 217, PSY 201, PSY 203, SPA 101, SPA 102, and SPC 205. Documentation: Hybrid course list	Continue to expand the number of new courses offered through the hybrid format where feasible. Monitor student success and share results through a faculty panel or other professional development event.
Create and post video and PowerPoint tutorials in at least three courses (MAT).	This strategy was not implemented due to large variety of calculators. (MyMathLab was the target of this Strategy.) Documentation: Mathematics Department AER	Common errors made in MML (MyMathLab) as well as calculator usage are addressed during class sessions.
Implement at least 5 new programs of study.	The Environmental, Health, and Safety Certificate, Human Services Associate Degree, Gerontology Certificate, Pharmacy Technician, and Emergency Medical Technician Certificate were implemented during the 2011-2012 academic year. Documentation: CCTC 2011-12 Catalog	Monitor program vitality, student success, and placement to determine continuance of these programs.
Implement any changes required from the Virtual Learning Environment Plan of Action (MRCO).	Changed grading scale for MRCO program from 78 % passing to 75 % passing to be congruent with the rest of the Health Science Division. Documentation: HIM 150 Syllabus	Monitor the assessment process in the MRCO program and make any necessary changes to ensure program integrity.
Identify technology configurations that facilitate and support the learning environment for optimum student success in the MRCO.	Restructured all HIM online courses to meet current CCTC Online Course Quality Standards. Documentation: QC2011A, QC2011B, QC2011C, QC2011D, QC2011E, QC2011F, QC2011G	Will continue to monitor program vitality to ensure proficiency of essential skills necessary for entry level position in the MRCO profession.
Implement Secure	2 out of 15 students employed	Discontinued use of Secure

Exam (MRCO).	Secure Exam for the MRCO Program. Documentation: BO 2011C	Exam due to lack of student participation.
Implement virtual practicum (MRCO).	88 % of the students completed 75% of medical case studies assigned and scored a minimum of 75% on final exam. Documentation: HIM Grade Book, Worksheet GS2011C,D,E,G	Will continue to monitor performance and results. Will modify as needed.

Goal No. 2: Academic departments will implement strategies to promote professional growth, leadership, and collegiality among faculty and staff.

Supports Strategic Goal: 6B, 6D, 6F

Supports Annual Goal: 3, 15

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
At least 50% of faculty will participate in one College-sponsored professional development activities.	Since many of the PDP sessions are mandatory, this outcome was certainly accomplished. During 2011-12, there were 39 PDP sessions offered with a total attendance of 1056. Documentation: Specific data on each PDP event attendance can be seen on the PDP Attendance Rosters.	Continue to monitor PDP participation and use faculty PDP needs assessments and summative evaluations to improve future offerings.
80% of online faculty will have successfully obtained on-line teaching certification.	102 faculty have been certified as online instructors through the Online Faculty Certification Course. At the conclusion of the summer session, all (100%) currently employed faculty who are teaching online will be certified. Documentation: Online Faculty Certification Roster as of Spring 2012.	Continue to implement the Online Faculty Certification Program. Encourage the early completion of the certification (at least one semester prior to teaching online.)
Implement Adjunct Faculty Orientation program.	Adjunct Faculty Orientation was conducted for 104 adjunct faculty in Fall 2011. Department chairs and program managers oriented their new adjunct faculty in Spring 2012 and	Adjunct Faculty Orientations will continue each semester in 2012-13.

	Summer 2012. Documentation: Adjunct Orientation Survey Results	
Implement online Faculty Orientation program.	Three session of New Faculty Orientation have been offered in a hybrid format since 2010 with a total of 31 faculty participating. Documentation: Grade rosters from three sessions of New Faculty Orientation.	Continue to offer this program either completely online or in a hybrid format. Plans are for the Dean of Learning Resources to facilitate this program in the fall 2012.
Hire at least 3 faculty and staff to reflect a diverse cultural, ethnic, and experiential background.	New hires: 1. Rachel Miller (Math) 2. Larchinee Turner (Biology) 3. Jennifer Perry (Sociology) 4. Donald Jackson (Speech/Psy.) 5. Regina Carson (Pharmacy Tech) 6. LaRay Stephens (Welding) 7. Alicia Thomas (Nursing) Documentation: Org Charts	Each will participate in New Faculty Orientation during 2011-12.
Obtain National Educator Certificates in areas of instruction (HVAC).	Hossink – Certified Educator in: Commercial Refrigeration, Commercial A/C, and Technical Educator. Documentation: Jack Hossink Cert1, Jack Hossink Cert 2, Jack Hossink Cert 3, Jack Hossink Cert 4	Completes Certified Master HVAC Educator (CMHE) credentials for HVAC Excellence accreditation; will further enhance knowledge of HVAC Industry.
Develop at least two faculty presentations to share “best practice” teaching modalities during Dept. meetings (SCI).	“Best Practice” teaching modalities were shared at Department meetings. Documentation: Science Department Meeting minutes	Science faculty will implement “best practice” teaching modalities that will enhance instructional delivery in the subject material.

Faculty participants will evaluate the “Writing Matters” workshops (ENG).	These workshops have not yet been scheduled due to other commitments and scheduling conflicts by the faculty who would have taught them. Documentation: English Department AER	Will develop a schedule for one fall 2012 and one spring 2013 workshop.
At least two workshops will be scheduled throughout year to share and discuss assignments, best practices, and grading policies for English courses.	Discussions were held informally and during department meetings, but no workshops were scheduled. Documentation: English Department AER	Will schedule workshops during Summer 2012.
Set up share drive to share resources, materials, and ideas will be (ENG).	Drive was setup.	Department will assess whether drive is an effective mechanism to share information; if yes, will develop better means to disseminate information and encourage use.
Experienced D2L users will mentor at least 5 faculty who have not used D2L and provide training.	During Fall Kick-off experienced faculty shared their use of D2L as part of a “Teaching and Learning” session. David Tuders (EGT) and Eddie Humphries (MTT) have achieved D2L Online Certification. Tuders has been working with Chris Watkins (HVAC) and Rick Lavergne (EGT/HVAC) to help advance their D2L skills Documentation: PowerPoint from Fall 2011 Kickoff session.	Continue to find avenues for faculty mentoring and sharing. Encourage departmental “mentors” to help lead the way with new initiatives. Tuders has incorporated portions of D2L into all of the EGT courses. Humphries is in the process of incorporating D2L in MTT courses to be

		offered in the 2012-13 Academic Year
Faculty participants will evaluate the “21 st Century Learners” workshops (SPC/Hum/SS).	Due to changes in personnel and an outside qualified speaker, this additional training was not deemed feasible or necessary. Documentation: Speech, Humanities and Social Sciences Department AER	N/A
Full time and adjunct faculty who are experienced with audio-visual technology, including Prezi, will be identified and asked to offer at least one workshop to other faculty members.	During Fall 2011 Kick-off experienced faculty shared their use of D2L as part of a “Teaching and Learning” session. Documentation: PowerPoint from Fall Kickoff session. Informal training was made available to full time and adjunct faculty; full time faculty also took advantage of PDP training offered by the College. Documentation: Speech, Humanities and Social Sciences Department AER Documentation: Use of Electronics in Classroom (PDP Evaluation)	Continue to find avenues for faculty mentoring and sharing. Encourage departmental “mentors” to help lead the way with new initiatives. GenED Adjunct faculty will be surveyed to determine what technology they are using and what training they could provide or would like to have.

Goal No. 3: Academic departments will measure program outcomes, including college-wide outcomes for the purpose of continuous improvement.

Supports Strategic Goal: 4A, 5E

Supports Annual Goal: 1, 2

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop, measure and report assessment of at least 1/3 of program outcomes.	All programs measured at least one third of their outcomes. Most measured close to 100%. Documentation: Program	Changes will be incorporated for outcomes which did not meet the benchmarks in the

	POATs.	2012-13 Academic Year. Will continue to monitor program outcomes for the 2012-13 Academic Year.
Develop follow-up plan with activities to improve all outcomes failing to meet its benchmark.	Follow up plans for outcomes failing to meet their benchmark in 2011-12 were included in the Use of Results sections of the POATs. Documentation: 2011-12 POATs	Will continue to monitor specific areas for improvements for the 2012-13 Academic Year.
Accumulate and report results of program outcomes in standardized POAT tables.	All programs of study have accumulated and reported the results of program outcomes in the standardized POAT format. Documentation: 2011-12 POATs	Will continue to monitor, accumulate, and report program outcomes for the 2012-13 Academic Year.
Develop and add student portfolio component to measure program outcomes in at least two academic programs.	EGT students create portfolios of drawing components in selected courses of their curriculum. Program Outcomes will be measured in EGT 130 in the Summer 201130 term. Documentation: Engineering Graphics POAT Administrative Office Technology students complete an e-portfolio in AOT 251 and AOT 254. Documentation: Syllabi for AOT 251 and AOT 254	EGT will increase measured components in additional courses in the 2012-13 Academic Year.
Use survey results to improve programs.	Departments utilized student evaluations, advisory committee meetings and effectiveness surveys, and instructor surveys to aid in program improvements. Documentation: Department 2011-12 AERs	Will continue to utilize selected surveys for program improvements for the 2012-13 Academic Year.
Monitor State Tech program vitality results as an indirect measure of program success.	All programs used the State Tech program vitality results to monitor program success.	Will continue to monitor vitality results for program

	<p>he following programs which are no longer offered were on probation:</p> <ol style="list-style-type: none"> 1. Associate in Applied Science, major in Electronics Technology 2. Diploma in Applied Science, major in Machine Tool Technology 3. Certificate in Industrial Electricity/Electronics . <p>The Diploma in Surgical Tech was on probation for low number of graduates. This should be fixed next year since there have been more than a sufficient number of graduates in the past year.</p> <p>Documentation: SC Tech Program Evaluation Report</p>	success for the 2012-13 Academic Year.
Align measurement of program outcomes (POAT) to measurement of accreditation standards in at least seven programs (NAEYC, NIMS, NATEF, HVAC, CAAHEP, AWS).	<p>All accredited programs of study have aligned program outcomes in their POAT with the outcomes required by their accreditation standards.</p> <p>Documentation: 2011-12 POATS for Early Care, Machine Tool, Automotive, Heating and Air Conditioning, Medical Assisting, Welding, and Surgical Tech</p>	Will continue in 2012-13 to align POAT outcomes with accreditation standards.
Provide employment ready student exam certifications in the major areas of study (HVAC).	Online testing has been purchased from HVAC Excellence to measure learning outcomes each semester.	Scheduled online testing for each semester starting Fall 2012 term; results will identify students' knowledge and skill levels.
Perform capstone course testing (HVAC).	Capstone exams were given in the ACR 252 course in the 201130 term. 95% of the students scored 70% or better on comprehensive final exam	Continue to monitor and tabulate capstone course results each year.

	assessment questions. Documentation: 2011-12 HVAC-BACH PO	
Provide students with a NIMS performance and written exams (CNC).	NIMS performance and written exams were complete in the 201130 term. 100% of students achieved the NIMS Measurement, Material & Safety certification, taken during MTT 285 capstone course; 50% of students will achieve the NIMS Benchwork and Layout certification; 20% of students will achieve the NIMS Drill Press Skills certification; 20% of the students will achieve the NIMS Turning between Centers & Turning Chucking certifications; 20% of the students will achieve the NIMS Manual Milling Skills certification; 0% of the students will achieve the NIMS Grinding Skills certification; Documentation: 2011-12 MTT-BCNC PO	Due to time constraints for testing, the department added MTT – 285 (NIMS Level 1 Capstone), implemented Summer 2012. Textbook also changed for MTT 121 & 123 courses. New text is closely related with NIMS curriculum and better suited for instruction. Learning Outcome results will continue to be monitored for improvements in 2012-13.
Validate program outcomes with advisory committees.	All program outcomes reviewed and validated with the appropriate advisory committee. Documentation: Minutes of 2011-12 Advisory Committee Meetings	Program outcomes will be reviews by all Advisory Committees in 2012-13.
Implement improvements to academic programs by reviewing advisory committee recommendations.	Advisory Committees for each program recommend program changes during their annual meetings. Examples of recommendations in 2011-12: <ul style="list-style-type: none"> • Experiential learning was added to the EVT program to provide students more opportunities for 	Will continue to have advisory committees provide recommendations concerning program outcomes in 2012-13 Academic Year.

	<p>experience and application of knowledge.</p> <ul style="list-style-type: none"> • A GIS course was added to the NRM program to give students experience with this evolving technology. <p>Documentation: 2011-12 Advisory Committee Meeting Minutes</p>	
Establish criteria to define student pass rates annually (Sci).	<p>Reviewed pass/fail rate outcomes data within the Science Department to develop improvement methodologies.</p> <p>Documentation: Science Dept. Meeting Minutes</p>	Continue to monitor student pass rates to provide an improvement in the learning environment and curriculum.
Review the integrity of distance education evaluation tools and report results.	<p>The majority of online courses have at least one proctored assessment. Many faculty also employ Respondus Lockdown Browser to prevent browsing the Internet or course during testing.</p> <p>Documentation: Online course syllabi, Testing Center Activity Reports for 2011-2012</p>	Continue to utilize proctored testing where feasible and encourage the use of Respondus Lockdown Browser. Also encourage the use of projects and authentic assessments to replace simple multiple choice assessments.
ENG 101 assessment process will be modified in Summer 2011 to include a common assignment.	<p>ENG 101 assessment process was modified in Summer 2012 to revise the common assignment to insure consistency across sections.</p> <p>Documentation: Minutes of English Department Meeting, August 8, 2012</p>	Assessment process will be reviewed and revised in Summer 2013.
English faculty will conduct assessment workshops for ENG 101 at the end of Fall and Spring terms and compare results to those of previous year.	<p>Assessment for ENG 101 final essays was conducted in January and May 2012. Success rate: 78% This was an improvement of 25%.</p> <p>Documentation: 2011-12 AA</p>	<ul style="list-style-type: none"> • New textbook was selected for Fall 2012 based on previous assessment. • Assessment process will be revised in

	POAT	Summer 201130.
Selected humanities and social science courses will administer course Self-Assessments.	Results exceeded Action Level for 2010-11.	Next measurement scheduled for 2012-13 academic year.
Selected SPC 205 courses will utilize the rubric for measurement of oral communication outcome	Results exceeded Action Level for 2010-11.	Next measurement scheduled for 2012-13 academic year.
Monitor student and course success and develop improvement plan for courses with less than 60% success rate.	Computerized reports provide access to course success data for deans, program managers, and department chairs. This data is reviewed each semester. Program managers may develop improvement plans for courses falling below the 60% success level threshold, but no formal method for reporting these actions exist. Documentation: Argos Success Reports for Fall 2011 and Spring 2012	Develop a formal process to monitor success rates and implement improvement and remediation plans for each course failing to meet success levels.
Conduct formal program reviews according to five-year cycle.	All programs scheduled for review in 2011-12 were completed. Program completing the review were: Administrative Office Technology programs, Accounting programs, Criminal Justice program, and Environmental Engineering program.	Computer Technology programs, Natural Resource Management program, Medical Record Coding program, and Welding programs will be reviewed in 2012-13.

Goal No. 4: Academic departments will implement strategies to attract and retain students, (e.g., advisement and tracking, new programs, revised programs, course success reports).

Supports Strategic Goal: 2A, 2B, 2C, 2D, 2E, 3A, 3B, 3C, 4A, 4C, 4D, 4E, 4F, 5G, 5H, 7A

Supports Annual Goal: 2, 3, 5, 6, 9, 11

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Complete all program plans and tracking reports each semester.	Program Plans were developed for all programs of study in the 2011-12 Academic Year.	Will continue in 2012-13 Academic Year.

	Documentation: 2011-12 Program Plans	
Assist the recruiting department with recruiting activities including visits to all high schools and career centers.	Deans, program managers, and department chairs participated in the annual Counselor's Breakfast during fall 2011 to share program information and work with counselors on articulation and recruitment activities. A Tour of Technology and Open House were held in the Spring of 2012. Many Program Managers visited high schools and career centers also. Documentation: Department AERs	Continue to collaborate with the recruiting department on recruiting activities.
Support implementation of the Degree Works software as one of the college's academic advisement tools by providing program specific data as requested.	Degree Works was scribed and tested during the Fall of 2011. Student Services staff and academic advisors were trained during Spring 2012. Degree Works has been used to support students since late Spring 2012. Documentation: PDP DegreeWorks Training Evaluations	Provide student training video for Degree Works during Summer 2012.
Monitor students' progress through tracking. Provide program information for Degree works and track 3 cohorts.	Requirements for Degree Works Argos report to show student progress toward degree completion were developed. Documentation: Argos Tracking Report Specifications	Argos Report and Procedures for its use will be implemented in 2012-13 to use for student tracking.
Review course success/retention reports and use results to make improvements in all courses with less than a 60% success rate.	Computerized reports provide access to course success data for deans, program managers, and department chairs. This data is reviewed each semester. Program managers may develop improvement plans for courses falling below the 60% success level threshold, but no formal method for reporting these actions exist. Documentation: Argos Success Reports for Fall 2011/Spring 2012	Develop a formal process to monitor success rates and implement improvement and remediation plans for each course failing to meet success levels.

Collect potential graduate placement information as students apply for graduation.	This information is collected on the PCA. Documentation: PCAs survey sheets kept in Career Services Center	Continue to utilize PCA to collect placement data.
Visit at least 5 industries/contractors to verify employer training needs.	9/12- Forestry Commission- project learning tree 9/20- SCDNR, Grady National Guard Armory Personnel 10/14 Advisory committee members- SCDNR, Johnson Timber, SC Forestry Commission, Clemson University 11/3 Orangeburg Fish Hatchery Personnel All I&ET departments have met with at least 5 industries to verify employer needs. Documentation: I&ET Advisory Committee Minutes	Will continue in 2012-13 via TAA/ASSIST grant.
Schedule at least 5 presentations and industry visits. Incorporate career videos and student success stories into at least two presentations.	South Carolina Environmental Conference – March 2012 I&ET has conducted 3 major presentations through the Tour of Technology, Open House, and One Stop. Documentation: 2012 Open House Agenda	I&ET Will continue in 2012-13 Academic Year.
Communicate with at least 5 area employers for student placement.	9/12Forestry Commission- project learning tree 9/20- SCDNR, Grady National Guard Armory Personnel 10/14 Advisory committee members- SCDNR, Johnson Timber, SC Forestry Commission, Clemson University 11/3 Orangeburg Fish Hatchery Personnel Communication for student placement is conducted through Advisory Committees. Documentation: 2011-12 Advisory Committee Minutes.	Will continue in 2012-13 Academic Year.
Participate in Open House.	Done by all academic departments in 2011-12.	Will continue in 2012-13

	Documentation: 2012 Open House Agenda	Academic Year.
Add at least 5 new programs of study to attract new students.	The Environmental, Health, and Safety Certificate, Human Services Associate Degree, Gerontology Certificate, Pharmacy Technician, and Emergency Medical Technician Certificate were implemented during the 2011-2012 academic year. Documentation: CCTC 2011-12 Catalog	Monitor program vitality, student success, and placement to determine continuance of these programs.

Goal No. 5: Academic departments will implement strategies to demonstrate good stewardship of all College resources.

Supports Strategic Goal: 1D, 7G, 7K

Supports Annual Goal: 15, 12

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Monitor budget at least monthly to maintain a positive balance.	All academic departments monitored their budgets monthly. All departments except Allied Health and Pharmacy finished the fiscal year with expenses greater than their budgets. Documentation: Banner Financial Reports.	Budgets requests for departments were made for 2012-13 fiscal year.
Reduce departmental photocopy budgets by 5%.	Budgets were reduced. Documentation: Banner Financial Reports	Continue to evaluate and adopt methods to reduce paper usage.
Participate in annual budget planning workshop.	All departments attended annual budget planning workshop in Spring 2012. Information giving regarding upcoming academic year budget.	Will continue in 2012-13 Academic Year.
Determine resources needed for academic year and submit budget request; identify equipment/supply/faculty program needs and submit equipment requests per college schedule.	Budget, equipment, capital, and personnel requests were submitted in 2011-12. Budgets were adopted, equipment was purchased, building improvements were made, and a new fulltime position in welding was approved. Documentation: CCTC Financial	Will continue to make request for 2012-13 Academic Year.

	Records	
Request additional funding for special initiatives if needed.	Contractual staffs (adjunct faculty) were hired as “Library Coaches” to assist with Library instruction and Library coverage. Additional funding was granted through the College Foundation for Welding Competitions.	Continue to monitor needs and request additional assistance and funding as needed.
At least three departments will collaborate with the College’s Administration & Planning Division to identify funding sources.	<ul style="list-style-type: none"> The EVT Program Manager worked on three grants this year. Early Childhood Department was awarded a grant. Documentation: Early Care and EVT Department AERs.	If these grants are funded, the EVT Program Manager will manage the grants and fulfill the requirements of the grants.
Manage grant funds by submitting all expenditures to support grant goals (as appropriate).	The local plan for Perkins IV Title 1 funds was submitted and approved and \$275,793 awarded during FY12. Funding plans, quarterly reports, and a final report were all submitted as requested. Reports for the Early Care and Education grant were submitted. Documentation: Perkins and Early Care grant reports.	Develop and submit FY13 local plan to acquire the allocation of \$297,112.
Spend college funds in accordance with program goals, student needs, and funding available.	College funds have been spent appropriately in all programs. Documentation: Approved POs	Will continue to monitor in the 2012-13 Academic Year
Collaborate with industries for equipment donations for each IET dept.	Surveying equipment was transferred to the Natural Resources Management Program after the Civil Engineering Technology program was discontinued.	Equipment will be used in several NRM courses for surveying timber and agricultural plots.
Inventory equipment yearly and supplies each semester	Annual inventory report submitted in June 2012 for all departments. Documentation: Inventory reports completed by CCTC Business Division	Complete annual inventory process.
Track monthly expenses and turn in all receipts.	Completed by all academic departments. Admins track expenses through	Will continue to monitor in the

	WORKS electronic banking system turn in all receipts. Documentation: CCTC Self Service Banner Reports	2012-13 Academic Year.
Develop annual equipment and capital improvement budget requests to facilitate academic programs.	Annual equipment and capital improvements, and budget requests submitted for FY13.	Continue to develop requests to facilitate academic programs.
Utilize data to make informed decisions regarding staffing levels.	Additional faculty was requested in all areas where adjunct instructors taught more than 60% of the sections of a course. One additional faculty was approved. All Health Science staffing is made using guidelines by accrediting agencies and number of students per instructor ratio in most Health Science programs.	Continue to monitor staffing needs and make requests for FY14.
Comply with established budgetary guidelines for the fiscal year.	Budgetary guidelines were followed in all Academic Affairs Departments during the 2011-12 fiscal year.	Will continue to monitor in the 2012-13 Academic Year. Requested separation of budgets for 2012-2013 for Allied Health to more closely monitor. Pharmacy Tech budget not requested by new VP for start up cost and therefore budget was not adequate. Pharmacy Tech needs assessed and budget request made based on this information.

Goal No. 6: Academic departments will implement strategies to plan, manage, and evaluate department for the purpose of continuous improvement according to the attached checklist.

Supports Strategic Goal: 7J

Supports Annual Goal: 15

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
All academic departments will demonstrate planning, management, and evaluation for the purpose of continuous improvement by successfully completing activities listed in the checklist below.	Activities in the checklist below were completed successfully for 2011-12 Academic Year	Will continue in 2012-13 Academic Year.

**Plan of Action Checklist
Academics Division
2011-2012**

- | | |
|---|--|
| <input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A | 1. Departments completed and evaluated their previous plan of action and made recommendations for continuous improvement. (Documentation: Previous and current Plans of Action) |
| <input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A | 2. Departmental plans of actions are linked to strategic plans. (Documentation: Departmental Plans of Action) |
| <input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A | 3. FPMS/EPMS process has been completed. (Documentation: FPMS/EPMS on file with Personnel) |
| <input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A | 4. Student evaluations have been reviewed and used for continuous improvement. (Documentation: Summaries on file with department) |
| <input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A | 5. All syllabi (Parts A and B) for the year are posted in myCCTC. Part C is filed electronically for all class sections. (Documentation: Syllabi) |
| <input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A | 6. Programs of study reviewed according to 5-year cycle. (Documentation: Program reviews on file with Administration and Planning Division) |
| <input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A | 7. Advisory committee has met at least once per year, and the results have been used for continuous improvement. (Documentation: Minutes on file with Academic Affairs Division) |
| <input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A | 8. Advisement tracking at least for cohorts has been completed. (Documentation: Program Plans/Tracking Sheets) |

ADMINISTRATION AND PLANNING DIVISION

2011-2012 Annual Effectiveness Report

Division Purpose: To provide leadership and service supporting the College's mission and institutional effectiveness through strategic planning and reporting for continuous improvement; provide accurate and timely data for decision making related to student success and reporting requirements; manage the College's regional accreditation compliance process; provide support for program accreditation; manage the alumni affairs program; manage the College's professional development program; and provide leadership and management for the grant compilation and submission process .

Goal No. 1:

1. Evaluate the College's planning process to determine effectiveness; make changes where needed, and integrate the planning process into the College's annual workflow, budget, and procedures for continuous improvement.

Expected Outcome for Goal No. 1

- 1.1 The College's planning process will be reviewed, changes will be made where required, and the planning process will be integrated into the College's workflow and budgeting process.

Supports College Strategic Goal: 7

Supports College Annual Goal: 15

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented and Documentation Reference	Use of Results for Continuous Improvement
Meet with the ELT and Division Deans and review the planning process and timeline	Met with ELT on February 14, 2012, and with Division Deans on April 19, 2012, to solicit input on the planning process and other Administration and Planning functions. Documentation: ELT Notes and Deans Council Minutes	Input used to make revisions in the process and publication of updated documents.
Implement recommended changes and revise forms	Incorporated changes and developed forms; documents posted in myCCTC for access by faculty and staff. Documentation: CCTC Policy 8.02	Input used to develop process and documents.
Revise and publish College policy on planning for institutional effectiveness	Policy developed; policy distributed throughout the College in the electronic Directives System; <i>Planning Guide for Institutional</i>	Policy, timeline, and guidelines will be reviewed for usefulness and appropriate changes on an annual basis.

	<p><i>Effectiveness</i> developed and aligned with SACS institutional effectiveness standards; <i>Planning Guide</i> distributed at annual budget meeting on April 3, 2012. Documentation: 2012-2013 Planning Guide for Institutional Effectiveness and CCTC Policy 8.02</p>	
Communicate changes to College stakeholders	<p>Planning and budgeting meetings held on April 3, 2012, with Administration and Planning Division and Business Affairs Division. Documentation: Planning and Budgeting Meeting Agenda and Presentation</p>	College departments posed questions on issues regarding revised process, and information used for revisions to documents, processes, and policies.
Monitor process for continuous improvement by meeting with ELT and reviewing Annual Goals and Strategic Plan	<p>Met with ELT on October 17, 2011, and February 14, 2012 to review Annual Goals and Strategic Plan; distributed draft of 2012-2013 Annual Goals to faculty and staff for input on March 6, 2012; presented Annual Goals to Area Commission at its March 15, 2012, meeting; met with Industrial and Engineering Technology Division on June 6 and received feedback on reporting of student learning outcomes. Documentation: Summary Notes from ELT; and Chart of Strategic Plan Progress; email to faculty and staff; and Area Commission Minutes from March 15, 2012</p>	Input was used to develop the 2012-2013 Annual Goals for distribution to College faculty and staff and the Area Commission. Changes made in the timeline for the reporting of student learning outcomes will be incorporated into the 2012-2013 schedule.

Goal No. 2:

2. Identify the process for the management of the SACS Fifth-Year Report including timelines, persons responsible, and an analysis of any gaps in compliance.

Expected Outcome for Goal No. 2

- 2.1 The SACS Fifth-Year Report will be compiled and submitted to the COC by the deadline.

Supports College Strategic Goal: 7
 Supports College Annual Goal: 15
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review SACS requirements for Fifth-Year Report and prepare schedule for completion	SACS requirements were reviewed by VP for Administration and Planning and Director of Research. Timeline developed for completion of the Fifth-Year Report, and staff contributed information for report content. Documentation: Timeline	Alignment of SACS requirements were made with appropriate departments, policies, and persons responsible for compliance were identified.
Identify data needed for validation of standards	Data needs were identified for each standard in the Fifth-Year Report. Documentation: Fifth-Year Report	The reports and data generated were adopted for continuous strategic planning and decision making. Semester Academic Report (SAR) will be distributed each semester.
Collaborate with IE Coordinator for data compilation	Reports were compiled for standards and included in the Fifth-Year Report. Documentation: Fifth-Year Report	Feedback was accepted by the COC C&R Committee for evidence of compliance; therefore, the data provided will continue to be collected and used for compliance.
Review standards after submission and share Fifth-year Report with peer institutions for review	Standards were reviewed and edited within the College, and collaboration occurred with several technical colleges to review selected standards for clarification and compliance. Documentation: Fifth-Year Report	Feedback used for compilation of the Fifth-Year Report.
Submit Fifth-Year Report to ELT and Deans Council for review and gap identification	ELT and Deans Council reviewed the Fifth-Year Report and provided input for edits prior to submission. Documentation: Fifth-Year Report	Review input used for validation of processes and evidence of compliance.

Submit Fifth-year Report to SACS	Fifth-Year Report submitted to SACS on September 13, 2011. Documentation: Fifth-Year Report	Feedback provided by COC with request for additional information.
Respond to SACS findings	CCTC submitted its response to the one finding/follow up to SACS on March 12, 2012. Documentation: Referral Report on Fifth-Year Report	Response from COC will be used for continuous improvement.

Goal No. 3:

- 3. Develop a process to begin implementation for the ongoing compliance and compilation of the SACS Compliance Report due in March 2015.**

Expected Outcome for Goal No. 3

- 3.1 A process will be developed to monitor ongoing compliance with SACS standards, and the compilation of the SACS Compliance Report will be initiated.**

Supports College Strategic Goal: 7
Supports College Annual Goal: 15
Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop schedule/calendar for October 2011 through March 2015 for SACS Compliance Report	SACS Compliance Certification Report Calendar developed and presented to the ELT on May 22, 2012 at ELT meeting. Documentation: Timeline Developed for SACS Compliance Certification for 2012-2015; Calendar posted in Compliance Assist	Calendar will be monitored and adjusted accordingly to meet deadline for submission to COC in March 2015.
Integrate QEP topic development into the schedule/calendar for the 2015 SACS Compliance Report	QEP topic research process proposal was presented to the ELT at its annual retreat by VP for Administration and Planning and approved on February 14, 2012. The identification of members of the QEP Research Team was begun in February 2012. The	Research process approved by ELT, and Chairman and team members of the QEP Research Team appointed.

	<p>Director of Institutional Research was appointed as the chair of this Team.</p> <p>Documentation: QEP Research Team Roster</p>	
Begin compilation process of Compliance Report for the standards identified for 2011-2012 schedule	<p>Review of software packages to manage the Compliance Report process was begun in November 2011, and a package was purchased in December 2011. Training was initiated in February 21, 2012, for site administrators and continued on May 24, 2012, for users.</p> <p>Documentation: Compliance Assist Purchase Invoice and Training Schedule</p>	Full utilization of the software capability will be implemented over the next 12 months.
Attend SACS professional development activities to maintain current compliance practices	<p>VP for Administration and Planning attended the SACS Annual Conference. Director of Advancement and Development and the Research Analyst attended the SCAIR Conference and the annual SACS Summer Institute.</p> <p>Documentation: EPMS</p>	Feedback from SACS Annual Conference shared with ELT and Deans Council; research and data gathering processes will be incorporated into Administration and Planning processes.
Monitor all College activities to ensure compliance with standards	<p>SACS standards were reviewed in February and March of 2012 for initial overview of standards following annual meeting in December of 2011.</p> <p>Documentation: Compliance Assist Data Entry</p>	Continuous monitoring of standards and changes adopted by COC will be incorporated into the Compliance Certification process.
Communicate any compliance gaps to the ELT	Identified compliance gaps (to date) have been presented to the ELT. Initial review with suggested revisions to the Area Commission Bylaws has been made; development of guidelines	Recommendations were considered in the ELT planning and budgeting retreat.

	for administrative unit outcomes prepared; and policy on administrative unit review has been drafted. Documentation: Area Commission Bylaws Draft; Guidelines for Administrative Unit Outcomes Development; and Policy 8.07 Administrative Unit Review and Assessment	
Maintain accurate records management	A records management system was developed and all SACS records have been categorized and stored for access by users. Documentation: Records Inventory in A & P Office Draft of Policy on Administrative Unit Review and Assessment; CCTC Policy Nos. 1.01; 1.02; 1.03; and 1.04	The accessibility and utilization of the records management system will be monitored and changes made where appropriate.

Goal No. 4:

- 4. Submit all required reports and data in a timely and accurate manner reflecting the College's adherence to reporting requirements through collaborative integration of the College's systems and personnel and for sound decision making.**

Expected Outcome for Goal No. 4

- 4.1 Reports are submitted in a timely and accurate manner supporting sound decision making.**

Supports College Strategic Goal: 7
Supports College Annual Goal: 15
Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review all reporting requirements and develop a timeline for adherence to the schedule	Calendar for the Administration and Planning Division was developed. Documentation: Annual Calendar for Administration and	Input from Division personnel will be used to maintain an ongoing calendar to meet deadlines and manage work of the division..

	Planning Division	
Communicate with internal divisions regarding reporting requirements for effective management	College departments were contacted for input in submission of reports such as Baldrige, Annual Goals, Fifth-Year Report, and Gainful Employment Reporting. Documentation: Baldrige Report, Annual Goals, Fifth-Year Report, Gainful Employment Website Link, Survey Results from internal surveys; and Employment Needs Surveys for New Program Development	Data was incorporated into the reports.
Submit IPEDS, SC Commission of Higher Education IE reports, Baldrige Report for SCBTCE, and SACS institutional profile report	Reports were submitted in a timely manner.	Feedback from requesting agencies will be used for continuous improvement.
Identify data needs throughout the College and track data requests	Data needs were provided to College users in the development of reports, grants, accreditation reports, and SCBTCE reports. Documentation: Baldrige Report, Annual Goals, Fifth-Year Report, Gainful Employment Website Link, Survey Results	Feedback from requesting agencies will be used for continuous improvement.
Identify efficient data gathering through surveys to provide accurate and timely data	Surveys were reviewed and input sought on the Student Evaluation of Instruction Survey. Documentation: Student Evaluation of Instruction Results	Input for improved surveys was incorporated into revised Student Evaluation of Instruction instruments; recommendations for integration of electronic survey methodology administered by the IE Office were incorporated into the next year's plan of action.
Determine best method of reporting data to each user	Academic reports were identified from the Fifth-	SAR will be monitored for usefulness during the 2012-

group for quality service and maximum utilization	Year Report process and recommendations made for a Semester Academic Report (SAR) for decision making. Documentation: SAR Report	2013 year, and revisions will be made where appropriate.
Identify data and trends to be reported, interpreted, and utilized by the ELT, Academic Affairs, Student Affairs, Business Affairs, and Administration and Planning for decision making and to accomplish the College's mission	Data was identified and interpretations made when requested by users. Documentation: Log of Data Requests for I & E Department	The administrative unit review process will be finalized and included in the next year's plan of action to further support data and trends for the accomplishment of the College's mission. A pilot group of units will be identified to test the process and criteria.
Assess the academic program review process to determine effectiveness	Academic program review process was reviewed and changes made in the process. Documentation: Program Review Policy No. 8.06	Academic programs were reviewed in the 2011-2012 cycle used the results in the development of departmental plans of action, and documented changes were made at the program level.
Develop a data management system for data repository to support documentation needs for all College functions.	Initial development of a data repository in the electronic software system for compliance was identified. Documentation: Compliance Assist Data Entry	Data management will be monitored for usefulness in the electronic software system during the next year.

Goal No. 5:

- 5. Develop a strategy to identify grant needs and opportunities for the College through a systematic process of analysis and alignment with grant funding sources.**

Expected Outcome for Goal No. 5

- 5.1 The College will compile and submit grant proposals to support the mission of the College.**

Supports College Strategic Goal: __7__

Supports College Annual Goal: __12__

Supports Division Goal: __N/A__

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
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Develop a strategy for identifying the College's gaps in programs, services, and activities for potential grant proposals	Strategy was developed to identify the College's needs, and meetings were held with all divisions of the College. Documentation: Agenda for Grants Assessment Meetings	Remaining gaps will be monitored and matched to funding sources.
Identify grant funding sources that may address gaps in programs, services, and activities	Grant funding sources were identified for the PBI Competitive Grant, PBI Formula grant, TAA Grant, Health and Human Services Grant, and the Workforce Development Grant. Documentation: Grant Proposals for (2) PBI, TAA, HHS, GRIT, and NSF	When funded, grant proceeds will be used to accomplish the goals and objectives set forth in each funding plan.
Compile grant proposals and submit for consideration	Submitted 5 grant proposals during the 2011-2012 year and was awarded over \$5.5M in grant funds as of 2-28-2012. Documentation: Grant Proposals for (2) PBI, TAA, HHS, GRIT, and NSF	Grant proposals will be submitted during the 2012-2013 year when funding sources match institutional goals.
Monitor grant performance for those awards made to CCTC	Grant performance and grant implementation checklist developed for consistency. Documentation: Checklist for Grant Implementation	Grant implementation procedures will be monitored and revisions made to process where appropriate.
Identify potential private funding sources for grants	This strategy was not addressed during the current plan's time period.	Will be considered for the next plan of action.

Goal No. 6:

- 6. Provide a comprehensive Professional Development Program for faculty and staff that supports teaching and learning within the College.**

Expected Outcome for Goal No. 6

6.1 The 2011-2012 CCTC Professional Development Program will be developed and delivered to the College's staff and faculty.

Supports College Strategic Goal: __7__

Supports College Annual Goal: __15__

Supports Division Goal: __N/A__

Strategy	Outcomes Accomplished	Use of Results for
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	from Strategies Implemented	Continuous Improvement
Review the results of previous year's PDP program	The evaluation results were reviewed for planning for the 2012-2013 year. Documentation: PDP Evaluation Results	Results were used to make changes or continue practices in programming such as format, delivery mode, and content of the program.
Identify areas for improvement or changes to meet institutional needs	Annual goals and institutional needs were reviewed and incorporated into the 2012-2013 PDP calendar at the planning meetings held in March 2012. Documentation: PDP Meeting Agenda and Draft of 2012-2013 PDP Calendar	Annual goals will be incorporated into the process during the 2012-2013 planning process.
Provide leadership for PDP Team in the development of the offerings	PDP team appointed, and planning meetings held to develop 2012-2013 calendar. Documentation: PDP Team Roster	PDP team will meet and develop PDP calendar for 2012-2013.
Provide all scheduling arrangements for offerings	Scheduling arrangements were made by the Administration and Planning Division support personnel. Documentation: PDP Calendar	Programs will be loaded into Banner, and communication sent to College employees.
Assess effectiveness of offerings throughout the year	Changes were made for management of the offerings throughout the year. Identified means to improve the number of faculty and staff completing required courses offered in PDP. Documentation: 2012-2013 PDP Calendar	New program offerings were added in the areas of financial planning; personal budgeting; critical thinking for student success; legal issues; organizational techniques; and leadership with integrity. Change was made for 2012-2013 where Administration and Planning Division staff will pre-register all full-time faculty and staff for required courses. This approach will be evaluated in the 2012-2013 year for assessment of effectiveness

Compile evaluation results for offerings for continuous improvement	Evaluation results were compiled into an annual report on PDP by Research Analyst. Documentation: PDP Evaluation Results	Report was made a part of the records of the Administration and Planning Division.
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Goal No. 7:

7. Develop initial plan for the formation of the CCTC Alumni Affairs program.

Expected Outcome for Goal No. 7

7.1 A plan will be developed to initiate the CCTC Alumni Affairs program.

Supports College Strategic Goal: 7

Supports College Annual Goal: 14

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop a purpose for the CCTC Alumni Affairs program in conjunction with ELT input	Mission and purpose of the Alumni Partnership were developed and submitted to the ELT on April 2, 2012. Documentation: Alumni Mission Statement	Mission and purpose will be communicated to audiences.
Develop a plan for accomplishing the purpose of the CCTC Alumni Affairs program with measurable benchmarks for the 2011-2012 year	Tentative plan of work for the Alumni Partnership with goals and objectives was developed for implementation during the 2012-2013 year. Documentation: Alumni Partnership Work Plan for 2012-2013	Plan of action will be implemented and Alumni Partnership activities begun in July 2012.
Develop a budget for implementing the CCTC Alumni Affairs program	Budget needs were developed for implementation of Alumni Partnership. Documentation: Advancement and Development Operating Budget	Budget will be monitored to determine adequacy.
Identify internal and external partners for collaboration with the CCTC Alumni Affairs program to generate	Partners were identified; visitations made to other institutions; professional development activities	The Alumni Partnership Advisory Council will be identified; meetings scheduled; and plans for

greater return on activities	related to alumni completed; and a plan of work developed. First notice of Partnership internally was held at the Grad Fair in Spring 2012; Initial public announcement was made at the 50 th Anniversary Campus Rededication; and Recognition of two outstanding alumni was held at annual graduation ceremony in May 2012. Documentation: Meeting Notes, EPMS for Professional Development; Graduation Ceremony Program	activities identified. Recognition of outstanding alumni will be continued in the upcoming plan of work; and announcements for both internal and external publicity will be an area of focus.
Assess all activities at conclusion of initial year to determine effectiveness of program	A full year of activities was not completed, and a revised timeline was developed for activities. Assessment of activities will be completed in 2012-2013 year.	Assessment of activities will be used for continuous improvement.

Goal No. 8:

8. Manage the Administration and Planning Division personnel and resources effectively.

Expected Outcome for Goal No. 8

8.1 The Administration and Planning Division will accomplish its purpose and provide ongoing service to the College.

Supports College Strategic Goal: __7__

Supports College Annual Goal: __15__

Supports Division Goal: __N/A__

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Communicate effectively within the division to continuously improve services	Regularly scheduled Division meetings were held with agenda and minutes for each meeting. Documentation: Meeting Agendas and Minutes	Input from Division personnel used to complete the work of the Division.
Communicate effectively to other divisions within the	Communication to the College were facilitated both at face-to	Feedback on planning and institutional resources will

College regarding services of the Administration and Planning Division	face meetings for planning and through electronic resources posted on the College's website. Documentation: Administration and Planning Link in myCCTC	be used to improve processes.
Provide support for the 50 th Year Anniversary of the College	50 th Anniversary Celebration Team implemented plans for this event, and events were held at all campuses. Documentation: Meeting Notes and Agenda	Planning for future events will be affected by public relations activities and an assessment of the value of the activities made by the ELT.
Identify areas for cross training within the Division for each staff member	Cross training has occurred in the area of faculty credentials, grant writing, data reporting requirements, and grant compilation. SACS standards were reviewed by multiple personnel during the April and May time period. Documentation: Division meeting agenda and presentations on SACS Standards	Cross training activities will continue during the 2012-2013 year to support personnel knowledge in multiple areas. SACS review of standards, compilation of narratives, and review of supporting data will be included in the next year's plan of work.
Complete professional development activities by each staff member	All personnel in the Administration and Planning Division completed professional development in the areas of electronic resources, apprenticeship, SACS Compliance, institutional effectiveness, data compilation, and effective leadership and management. Documentation: EPMS	Information learned will be utilized to improve both services and programs in the Administration and Planning Division.
Establish and maintain a sound records management system for all functions within the Administration and Planning Division	Records were organized and categorized with an index for all SACS Compliance reports, grants, program accreditation, PDP, alumni, and data submission reporting. Documentation: SACS Index of Records, Grants Summary, and Accreditation Schedule	Records will continue to be stored in an effective and accessible manner. Grant records will be a major area of organizational focus for 2012-2013 as the grant submission process developed during the 2011-2012 year.

Business Affairs Division

2011-2012 Annual Effectiveness Report

College Mission Statement: Central Carolina Technical College is a comprehensive, public, two-year institution of higher education that is dedicated to fostering a positive environment of teaching and learning for faculty, staff, and students. The College serves primarily the region of Clarendon, Lee, Kershaw, and Sumter counties in South Carolina and confers associate degrees, diplomas, and certificates. College programs, student support services, and resources provide citizens, businesses, industries, and communities with quality, affordable, accessible, customer-responsive post-secondary education through life-long learning and specialized training opportunities. These are designed to develop the foundation for personal growth, economic development, and an improved quality of life through multiple learning environments including traditional and electronic instructional methods.

The College's vast array of associate degree, diploma, and certificate programs prepares students to enter the job market, to transfer to senior colleges and universities, and to achieve their professional and personal goals. Specifically, Central Carolina offers academic programs in business, the health sciences, public service, industrial and engineering technology, and the arts and sciences. Through its comprehensive programs and support services, the College annually serves over 6,000 credit students and 3,000 continuing education students through traditional and non-traditional formats in multiple learning environments including online, electronic, and distance learning.

Business Affairs Purpose/Mission: The Business Affairs Division supports the College mission by providing various administrative support services to the College community in an efficient and effective manner.

Goal No. 1

1. Provide accurate and timely data, information, and reporting to the College community and stakeholders

Expected Outcomes For Goal No. 1

- 1.1 Business Affairs related directives and manuals are current and compliant with federal, state, and local laws and regulations.
- 1.2 Standard reports are produced automatically on a predetermined schedule.
- 1.3 Employees and College leadership have accurate and current reports when needed.
- 1.4 Audit reports are accurate and contain no major findings.
- 1.5 Accurate reports and forms are submitted prior to deadlines.
- 1.6 Employees and students are able to use the website and myCCTC as a source for current and accurate information and forms.
- 1.7 Receive Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of America (GFOA) for the College's Comprehensive Annual Financial Report (CAFR).

Supports College Strategic Goal: 7(I)

Supports College Annual Goal: 13

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review and revise College policies and procedures related to Business Affairs.	<ul style="list-style-type: none"> Most of the Directives (policies and procedures) related to Business Affairs have been reviewed and updated in FY 12. 	<ul style="list-style-type: none"> The remaining Directives (about half of the personnel section) will be completed no later than 9/30/12. A schedule will be developed to review 1/3 of the Directives each year, so that each one is reviewed at least once every three years.
Develop a directive for mobile device security	<ul style="list-style-type: none"> College Directive 4.41 (Mobile Device Security, Usage, and Support) was approved on 7/25/11. 	<ul style="list-style-type: none"> Support for mobile device services will be assessed by the users in the TechQual+ Survey in 2012, a comprehensive technology service assessment for the College.
Develop and distribute reports to assist managers and other employees to perform their job duties and make informed decisions.	<ul style="list-style-type: none"> Managers are able to review current charges on accounts and manage their budgets and process online budget transfers to cover overdrawn accounts Created personnel reports on demand for several employees 	<ul style="list-style-type: none"> Will look for a way to automatically send budget reports to managers since many do not go online to review their accounts
Complete accurate internal and external reports and submit on a timely basis.	<ul style="list-style-type: none"> All reports were completed accurately and timely 	
Maintain public website and myCCTC with current information for students and employees.	<ul style="list-style-type: none"> Students and employees are able to receive up to date information from the website and myCCTC The College transparency report is posted on the website for the public and updated monthly Personnel information was maintained on a current 	<ul style="list-style-type: none"> Continue to look for ways to improve communication of website information to students, employees, and others Need to improve employees' awareness of resources available on myCCTC

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	basis and posted on the personnel link on myCCTC	
Combine annual audit report and CAFR for FY 12 and submit to GFOA for award	<ul style="list-style-type: none"> This report was combined for FY 11 and the award was received. However, the auditors were concerned that including the F.E. Dubose statements would cause the College not to receive the award. Therefore, these statements were pulled out in the version sent to GFOA 	<ul style="list-style-type: none"> The Director of Accounting will make all changes to the CAFR recommended by the GFOA reviewers and submit again for FY 12
Update the procurement and credit card manuals in FY 12	<ul style="list-style-type: none"> Manuals have been updated and posted to myCCTC for employees 	<ul style="list-style-type: none"> These manuals will be reviewed annually and kept up to date

Goal No. 2

2. Attract and retain appropriately credentialed and talented faculty and staff to support a multi-cultural campus environment inclusive of the diversity reflected in the College's service region

Expected Outcomes for Goal No. 2

- 2.1 Recruiting and employment files are organized and current, allowing for immediate response to questions or reporting needs.
- 2.2 Hiring managers have and use electronic access to applications for all open positions and encourage applicants to use NEOGOV.
- 2.3 State delegation audit results in no major problems or findings.
- 2.4 College pay plan made more competitive as budget allows, increasing productivity and retaining excellent employees.
- 2.5 Employees receive required and relevant training, are familiar with pertinent policies and procedures, and are able to perform job duties with knowledge of resources available to them.
- 2.6 The College has a plan for filling vacancies in critical positions and areas; existing employees are retained and prepared for promotional opportunities.
- 2.7 EEO reports show progress in achieving EEO goals.
- 2.8 Improvements will be made to processes and services when survey results indicate problems.

Supports College Strategic Goal: 6 (A) – (F)

Supports College Annual Goal: 10

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Effectively and efficiently manage the College's employment and recruiting process.	<ul style="list-style-type: none"> • Supplemental questions on NEOGOV modified to be more specific and better tailor the applicant pool • Improved communications with applicants via email • Added legal/illegal questions list to interview information for employees • Implemented background checks for all temporary employees 	<ul style="list-style-type: none"> • Working on expanding the use of NEOGOV
Process classification and compensation actions as requested, following all applicable laws and regulations.	<ul style="list-style-type: none"> • We didn't have an HR audit this year, but sought and documented clarification on processes and procedures 	<ul style="list-style-type: none"> • Will use documentation for future processing of comp and class actions
Develop College pay plan to increase average salaries of faculty and staff as budget allows.	<ul style="list-style-type: none"> • Pay plan developed and funded to provide a 3% base pay increase for all employees. 	<ul style="list-style-type: none"> • FY 13 pay plan includes another 3% increase for employees, partially funded by the State
Provide professional development and training opportunities for new and current employees in the areas of new employee orientation, budget, Banner, safety and security, personnel, personal interest, and wellness.	<ul style="list-style-type: none"> • Provided NEO and supervisor training • Purchased reference materials for future training • Scheduled outside speakers for several workshops 	<ul style="list-style-type: none"> • Evaluation results of training and workshops are analyzed and changes made where needed
Complete development of a succession plan for key College positions.	<ul style="list-style-type: none"> • Succession plan information provided. Twelve employees benefited from promotional or lateral hiring opportunities. 	<ul style="list-style-type: none"> • Will continue to provide professional development for employees (including reimbursement of graduate tuition) and identify internal candidates for vacant positions when possible.
Prepare annual EEO report and submit to SCHAC on a timely basis.	<ul style="list-style-type: none"> • EEO report was submitted in a timely manner • EEO goal attainment in 2011 improved to 89% 	<ul style="list-style-type: none"> • Annual report is used to provide focus for areas where the College needs to improve in hiring

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	over 84.6% in 2010 (the College ranked 33 out of 71 agencies)	minorities and females
Provide flexibility in work schedules that meets College and employee needs.	<ul style="list-style-type: none"> • Employees use flexible work schedules when appropriate and approved by supervisor 	<ul style="list-style-type: none"> • Continue to monitor flexible schedules to ensure College and student needs are being met
Analyze results of all student and employee satisfaction surveys.	<ul style="list-style-type: none"> • Employees evaluated PDP programs. The 9 pre-scheduled PDP courses were rated on average good to excellent 	<ul style="list-style-type: none"> • Suggestions from evaluations/surveys are used to make improvements to programs
Provide comprehensive employee wellness program for employees	<ul style="list-style-type: none"> • Wellness program provided workshops, free exercise classes, discounts on gym memberships, reimbursement of gym membership fees, Weight Watchers at Work, and other special challenge programs to employees 	<ul style="list-style-type: none"> • Programs are added or canceled based on employee participation. • Results of evaluations of workshops are used to develop next years' workshops

Goal No. 3

3. Allocate, monitor, and manage College budget and other resources effectively and efficiently and in accordance with all federal, state, and local laws, rules, and regulations

Expected Outcomes for Goal No. 3

- 3.1 College employees will understand how to monitor their budgets, and make transfers and revisions as necessary.
- 3.2 The College will operate within the approved budget.
- 3.3 Available resources are allocated to support the College's mission and Annual Plan of Action.
- 3.4 The College will comply with state law and SC Energy Office requirements to submit an energy plan and reduce energy consumption.
- 3.5 The procurement process will continue to be improved by increasing credit card usage and decentralization of small purchases.
- 3.6 External and procurement audits will result in no major findings related to procurement or internal controls; the College will adhere to all federal and state regulations.
- 3.7 Surplus fixed assets will be reviewed on a regular basis and reallocated or turned in as quickly as possible.

Supports College Strategic Goal: 7(C) (G) & (I)

Supports College Annual Goal: N/A

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Offer annual budget training for division/department chairs	<ul style="list-style-type: none"> • A formal group budget training was not offered but individual training was provided as needed 	<ul style="list-style-type: none"> • Training will continue to be provided as needed, since it seems to be more effective one-on-one
Offer periodic new employee orientation to teach employees to monitor and adjust budgets	<ul style="list-style-type: none"> • New employee orientation was held twice a semester 	<ul style="list-style-type: none"> • Continue to provide new employee orientation
Prepare and distribute/review and analyze monthly or periodic financial reports; monitor online reports as necessary	<ul style="list-style-type: none"> • Various financial reports are prepared monthly or periodically and analyzed • Budget information is available on myCCTC and is up-to-date 	<ul style="list-style-type: none"> • Continue to monitor financial reports to determine if any budget actions need to be taken
Monitor energy usage and utilize electronic energy management system to schedule HVAC and lower energy costs; prepare required annual reports	<ul style="list-style-type: none"> • The College has continued to monitor energy usage and utilize the energy management system to schedule HVAC • The Energy team met quarterly and discussed energy related initiatives • Required annual reports were submitted 	<ul style="list-style-type: none"> • Continue to monitor energy usage and utilize the energy management system for scheduling HVAC • The Energy Team will continue to meet quarterly and seek ways to reduce energy costs
Participate in an energy assessment of College facilities sponsored by the SC Energy office	<ul style="list-style-type: none"> • An energy assessment was conducted for the majority of the College's buildings and a formal report issued. The main recommendation was for lighting upgrades. 	<ul style="list-style-type: none"> • The College will use the energy assessment report in planning capital projects next fiscal year
Seek funding to upgrade lighting in additional buildings and improve safety/security measures and recycling.	<ul style="list-style-type: none"> • No additional funding became available this fiscal year 	<ul style="list-style-type: none"> • The College will continue to seek funding to upgrade lighting in additional buildings
Continue to analyze all business processes to identify areas to reduce costs and increase efficiency.	<ul style="list-style-type: none"> • Several business processes have been analyzed including: banking, credit cards, bookstore • Improved a number of 	<ul style="list-style-type: none"> • The credit card manual was updated; the bookstore will be purchasing and implementing a new POS

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	payroll/personnel reports and processes	system in FY 13; a new banking RFP may be issued in FY 13 after all results from analysis are in
Work with other Technical Colleges and System Office to collaborate purchases or reduce costs	<ul style="list-style-type: none"> The accounting (and purchasing) director has attended procurement peer group meetings as well as a statewide meeting to discuss a statewide contract for student refund cards Purchases are made from state contract whenever possible 	<ul style="list-style-type: none"> The College will consider the student refund card when it becomes available on state contract

Goal No. 4

4. Provide and maintain College facilities (buildings & grounds) that are safe, sufficient, attractive, and efficiently operated

Expected Outcomes for Goal No. 4

- 4.1 College facilities and equipment (including vehicles) will be maintained adequately, and deferred maintenance will not increase.
- 4.2 Work order and maintenance requests will be completed in a timely manner.
- 4.3 Facilities and grounds will be maintained at a high level of cleanliness and attractiveness.
- 4.4 The Survey of Programs and services report will indicate that at least 95% of respondents rate the physical facilities as “good” or “excellent”.
- 4.5 Capital projects will stay on schedule and within budget. Major projects that will be completed include: Main campus and M300 renovations (November 2011); M700 and M200 renovations (August 2011); Career Services Center renovation.
- 4.6 Documentation and training on safety and security procedures will be improved.
- 4.7 Emergency notification systems will be interfaced and improved in order to provide quicker notification in case of emergency.

Supports College Strategic Goal: 4(E), 5(B), 7(F)

Supports College Annual Goal: 4, 8

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Implement and maintain a planned maintenance program	<ul style="list-style-type: none"> A schedule has been put in place for filter changes 	<ul style="list-style-type: none"> Schedules are being reviewed so they can be

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
that provides for upkeep of facilities and equipment, including vehicles.	<ul style="list-style-type: none"> • A schedule of inspections has been put in place for the storm water retention system • Vehicles are kept on a recurring maintenance schedule 	<p>put in place for the cleaning chillers, HVAC heat pumps and roof drains</p> <ul style="list-style-type: none"> • A review will be conducted to determine what other items need to be added to a schedule of planned maintenance • Explore the possibility of computerizing the planned maintenance with software designed to track/schedule PM
Develop a schedule of special cleaning (carpet, windows, etc) for custodial staff to follow.	<ul style="list-style-type: none"> • A formal schedule was not developed and the cleanliness of facilities has deteriorated over the past year 	<ul style="list-style-type: none"> • A new permanent position has been budgeted for next year and an experienced custodial manager has been hired. This schedule is on the list of objectives for her in the first 6 months of her job.
Purchase two new vehicles for the motor pool and one truck for maintenance staff.	<ul style="list-style-type: none"> • Only one pool vehicle and one maintenance truck was purchased, due to budget constraints 	<ul style="list-style-type: none"> • One vehicle will be purchased next year if budget allows
Complete work order and maintenance requests in a timely manner.	<ul style="list-style-type: none"> • Work order reports were reviewed to ensure all requests were responded to 	<ul style="list-style-type: none"> • The current work order system will be reviewed to see if there is a more efficient way to review reports
Conduct weekly and monthly inspections of all facilities and grounds and make corrections as needed.	<ul style="list-style-type: none"> • Weekly and monthly inspections of all facilities and grounds have been conducted and corrections made as needed • 95.7% of students completing the survey indicated they were very satisfied or satisfied with general classroom facilities • College grounds at main 	<ul style="list-style-type: none"> • Explore the possibility of using a maintenance software that would incorporate these inspections to improve tracking of corrections made • Additional seasonal staff were hired for grounds in order to keep up appearance of grounds after the facelift

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	<p>campus received a major facelift with completion of a large capital project</p> <ul style="list-style-type: none"> • Cleanliness of college facilities deteriorated as cleaning was not completed as needed 	<ul style="list-style-type: none"> • A new permanent position has been budgeted for next year and an experienced custodial manager has been hired.
Provide project management, coordination, and support for all College capital and renovation projects.	<ul style="list-style-type: none"> • Budgets were monitored and all projects stayed under budget • Successfully worked with contract construction manager on Site/M300, M200 & M700 projects. Projects went smoothly as a result. 	<ul style="list-style-type: none"> • Budgets will continue to be monitored • Use contract construction manager for all large projects in the future.
Meet weekly to monitor the progress of all capital projects.	<ul style="list-style-type: none"> • Meetings were generally held weekly—to review progress on projects and stay on track • Large projects completed: <ul style="list-style-type: none"> ○ Site & M300 ○ M700 ○ M200 ○ Career Svcs Center ○ Added surveillance systems to M300 & M400 	<ul style="list-style-type: none"> • Weekly meetings will continue • Departments have requested projects for FY 13 • New year approved projects will begin as soon as possible in order to complete by 6/30/13
The College Emergency Operations Procedures manual will be updated.	<ul style="list-style-type: none"> • A team has been established to review this manual but this has not been completed yet 	<ul style="list-style-type: none"> • This manual will be completed by the end of FY 13
Provide college-wide training on safety and security procedures.	<ul style="list-style-type: none"> • Safety and security training was provided to employees online 	<ul style="list-style-type: none"> • Employees will be given two months to complete the training next year
Conduct periodic tornado and fire drills as required by College policy.	<ul style="list-style-type: none"> • Fire and tornado drills were conducted in accordance with the directives 	<ul style="list-style-type: none"> • Weaknesses identified in drills are communicated to employees and additional training is given if needed
Research emergency messaging systems that will allow the College to	<ul style="list-style-type: none"> • This process is still on-going in coordination with the ILT department. 	<ul style="list-style-type: none"> • Funds were not available for this project but will be considered in FY 14 if a

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
coordinate and combine all emergency messaging. Purchase a system if budget is available.		system is identified that meets the College's needs.

Goal No. 5

5. Provide high quality auxiliary and internal services that are competitively priced and enhance the educational programs and services of the College

Expected Outcomes for Goal No. 5

5.1 Print shop and mail room services are efficient and provided at a lower cost than outsourcing.

5.2 Student and employee satisfaction rates will increase

5.3 Food service will be provided by external vendors on main campus.

Supports College Strategic Goal: 7(I)

Supports College Annual Goal: 11, 13

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Maintain a high level of customer service to all students, faculty, and staff	<ul style="list-style-type: none"> All employees in Auxiliary services are now trained for the mailroom and bookstore; mail room and print shop employees are trained to work both departments The Print shop employee has attended all new employee orientations to inform employees about the services offered and required procedures 	<ul style="list-style-type: none"> A new POS system will be purchased and implemented in FY 13 and will enhance customer service by making transactions quicker and more accurate
Continue to work with department chairs and look for ways to reduce the cost of required materials for students.	<ul style="list-style-type: none"> The College is conducting a pilot for e-textbooks this summer 	<ul style="list-style-type: none"> The results will be evaluated using input from the faculty and students who participated and the pilot will be extended in the fall
Continue to provide computer and other products that students need for classes.	<ul style="list-style-type: none"> The Director of Auxiliary Services stays on top of industry trends in order to 	<ul style="list-style-type: none"> New food product lines have been identified and purchased

	provide the most relevant and current merchandise to students <ul style="list-style-type: none"> • A new logo merchandise website was developed and implemented 	<ul style="list-style-type: none"> • The new logo website will enable customers to purchase CCTC logo items at any time resulting in new bookstore revenue and college name exposure •
Implement new procedures to monitor and limit electronics purchases in order to minimize debts caused by students who drop out and don't return items.	<ul style="list-style-type: none"> • New financial aid forms have been developed and implemented 	<ul style="list-style-type: none"> • We now have a way to ensure students aren't using financial aid to purchase more electronics items than allowed
Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible.	<ul style="list-style-type: none"> • Food vendors provide lunch Mon – Thurs but no one is providing breakfast at this time 	<ul style="list-style-type: none"> • One new food vendor has been identified and will be ready to step in if one of the current vendors decide not to return

Goal No. 6

6. Provide academic and administrative systems and infrastructures that are responsive to the operation and management needs of the College and delivered in a timely and effective manner

Expected Outcomes for Goal No. 6

6.1 Administrative and academic systems will be maintained at the current level (Banner, Oracle, Luminis).

6.2 Administrative systems will be used to improve efficiency and productivity.

6.3 The College will work collaboratively with other Sungard Colleges, SBTCE, and Sungard to reduce costs and duplication of effort.

6.4 A reliable and responsive network and hardware infrastructure will be provided such that users are unhampered by bandwidth, application, or location.

6.5 Classroom technology will support sound pedagogy and instructional design in both the traditional and distance courses.

Supports College Strategic Goal: 4(B) & (D), 7(I)

Supports College Annual Goal: 2,4, 13

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Banner system will be current with upgrades and patches released by vendor	<ul style="list-style-type: none"> • The Banner system upgrades are current or within one release of being current. Finding an acceptable time to users to 	<ul style="list-style-type: none"> • The ILT department will work with other divisions and departments to convey the significance of the upgrades and patches and

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	perform upgrades is a challenge.	reach a compromise on planned downtime of for a 6-12 month cycle.
Equipment and classroom technology will be maintained and replaced on a recurring schedule as resources allow in order to keep current with technology	<ul style="list-style-type: none"> • A total of 103 computers were ordered for lab replacements this year. • Two printers were also purchased this year as well as replacement lamps for projector systems. • Consulting and installation support was provided to those involved in the purchase of 100 laptops for the PBI grant lending program; 46 computers on 2 carts with printers for the PBI MIM and AIM programs, and interactive white boards and multimedia equipment for two classrooms and the Career Services Center • Additional funding was provided to the College through the BTOP grant program and the funds were used to purchase a mobile cart with 30 computers for Lee County • Consulting and requisition preparations were provided to persons associated with the TAA grant for 75 notebooks for the lending program, 50 computers for the CNC lab and training room, and a MediaSite Lecture Capture mobile unit • Approximately 70 computers were purchased 	<ul style="list-style-type: none"> • The replacement schedule will be updated regularly with purchases, revenues, and recycled replacements. This updated schedule will be shared with the Learning Spaces Community of Practice.

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	for the faculty/staff replacement cycle with a budget of \$85,000	
The backup and recovery system for major systems, programs, and data will be monitored and managed appropriately	<ul style="list-style-type: none"> • Systems, programs, and data are backed up on a daily and weekly basis and stored in an offsite location. • The virtual machines in the blade center were reconfigured this year, which will allow the system managers to perform blade level maintenance without shutting down servers. It will also allow the system managers to migrate servers from one blade to another and perform maintenance on the empty blade. This accomplishment was attributable in part to PDP training received by the technical staff 	<ul style="list-style-type: none"> • The Security Assessment report recommended the College invest in a disaster recovery solution. A vendor was consulted for recommendations. The cost is about \$4K for setup and \$3,800 per month for services. This solution will be presented and considered along with solutions to other security risk items in FY 13 for subsequent action.
Use results of security assessment report to assess and update security plan, develop a multi-year action plan to safeguard the assets identified in the report, and make the college aware of best practices for security for all employees.	<ul style="list-style-type: none"> • The security assessment report's high risk items have been reviewed and solutions to address safeguarding applicable information assets were 95% completed on May 15, 2012. 	<ul style="list-style-type: none"> • The information was used in submitting budget and equipment requests for FY 13. The report, solutions, costs, and recommendations will now be compiled into a complete report for presentation to the Executive Leadership Team for action and then presented to the Information Security Team to continue the assessment and update the Information Security Plan.

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Activate the ERP Innovation Community of Practice as well as the Banner User Group in order to assess current practices as well as discover new and innovative applications for the College and its digital community.	<ul style="list-style-type: none"> • Activation of these groups was delayed due to turnover in the ILT department. • Regularly scheduled meetings were held between ILT staff and HR, Financial Aid, and Recruiting & Admissions. 	<ul style="list-style-type: none"> • The ERP Innovation Community of Practice and the Banner Users Group are planned for activation in August 2012 • A new bookstore POS system as well as integration with Banner will be implemented in FY 13. • A new photo ID system will be implemented for the Security office in FY 13, which provides a new and improved ID system and allows the images to be incorporated into Banner
Develop a 6-12 month development and maintenance schedule for hardware/software and discuss the calendar with key groups.	<ul style="list-style-type: none"> • This was not accomplished in FY 12 	<ul style="list-style-type: none"> • This will be carried forward to FY 13
Embrace mobility but in a secured environment and partner with organizations to bring our programs and services to the mobile device environment using either Mobile Connect from Sungard or MobEDU from N2N as a beta partner.	<ul style="list-style-type: none"> • It has been determined that the Ellucian model will be implemented at CCTC 	<ul style="list-style-type: none"> • ILT will attend training; then test versions will be established and initially reviewed by the Digital Community CoP
Implement DegreeWorks to serve many user bases and determine what measures can be used to improve student success	<ul style="list-style-type: none"> • This project has been implemented for faculty and staff, and to a limited extent, for students. 	<ul style="list-style-type: none"> • The system will be deployed more fully to students and the project team will determine the effectiveness of the new system and the need for supplemental systems. The group will have a demonstration of Course Signals, a complementary

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
		product of DegreeWorks that serves as an early alert system for students.
Upgrade the infrastructure at F E Dubose to replace end-of-life and end-of-service switches and replace them with components that support greater throughput and wireless technology.	<ul style="list-style-type: none"> The infrastructure at F.E. Dubose was completely replaced during the Spring break in April 2012 with minimal interruptions. The robustness of the network there is now equitable to the network at the other major locations. 	<ul style="list-style-type: none"> The remaining infrastructure work to be completed at F.E. Dubose is the replacement of the UPS systems in each of the data closets.
Upgrade the infrastructure at Shaw Center and Lee County to replace end of life and end of service equipment	<ul style="list-style-type: none"> Shaw has been delayed until the College decides on a permanent use for this facility. In the interim, the infrastructure is being upgraded with components removed from other upgrades. A VPN connection was also setup at the facility. Lee County upgrade was delayed due to lack of funding 	<ul style="list-style-type: none"> These upgrades will be rescheduled when a decision is made about Shaw Center and when budget is available
Incorporate security appliances and other monitoring systems to give more control over the network traffic and acceptable use of resources	<ul style="list-style-type: none"> PacketShaper was implemented this year to assist the ILT department in allocating bandwidth to College programs and services 	<ul style="list-style-type: none"> Other options will be presented as part of the Information Security report, at which time actionable items can be discussed and prioritized
Investigate the use of and membership in Light Rail and Internet 2.	<ul style="list-style-type: none"> Fiber networks C-Light and Light Rail were explored and are not possible at this time. Participation in Internet 2 requires a project as well as a membership fee 	<ul style="list-style-type: none"> The College will continue to explore options with the System office. In the interim, new contract pricing for Direct Internet Access and circuits were dramatically reduced, allowing the College to double its bandwidth to 250MB with 100 MB for the Internet for less cost.

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Incorporate mobility into the infrastructure design to securely support remote users and mobile apps.	<ul style="list-style-type: none"> • The College has blanket wireless coverage at all locations. As new concentrations of computers are deployed, additional access points have been installed. • The College upgraded to Exchange 2010 this year and also installed the components to support the email integration with mobile devices. 	<ul style="list-style-type: none"> • The provision and support for email access from mobile devices has been relatively smooth. This service will be part of the TechQual+ Service Assessment that will be conducted in FY 13 to determine if any adjustments are necessary.
<p>The Learning Spaces Community of Practice will begin meeting in July with a focus on learning space design and the investigation of technology for faculty and students that augments the learning process, including:</p> <ol style="list-style-type: none"> 1. Lecture Capture 2. Mobile classroom composition and use 3. Mobility features for teaching and learning 4. Smart Phone Apps to integrate with Banner. 5. New classroom and computer lab configurations to encourage collaboration inside and outside of class 	<ul style="list-style-type: none"> • The former Instructional Computing Team has been restructured into a Community of Practice focused on Learning Spaces. This group will be focused on the question “what difference do spaces make to learning and how do we know?” 	<ul style="list-style-type: none"> • This CoP is currently designing a survey for students to assess their satisfaction and expectations with current learning spaces. • A showcase and mini-conference is being planned for the faculty.

Goal No. 7

7. Create a support system that trains and assists users in effective use of technology and other resources, and provides comprehensive, responsive, and efficient and effective assistance to meet the changing requirements of users

Expected Outcomes for Goal No. 7

- 7.1 Provide a centralized single point of contact for all User Support Services (USS).
- 7.2 Provide technology training to employees and students as needed.

Supports College Strategic Goal: 6(C), 7(I)

Supports College Annual Goal: N/A

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Continue to build on the success of the first phase of the ITIL-model and Single Point of Contact by expanding the focus beyond incident management to include: asset management, change management, and problem management.	<ul style="list-style-type: none"> The focus of ITIL implementation for FY 12 was improving the existing incident management process while designing a change management process. Refer to the ILT report for details. 	<ul style="list-style-type: none"> ILT will continue to work on the AIMS reporting components in order to improve and expand on ticket performance reporting Results will be used to improve incident management as well as develop problem and change management processes
Design and implement a new employee orientation session customized to the needs of the employee and synchronized with the new hire workflow such that the resources are available within 2 days of arrival and the orientation is successfully delivered at the same time, synchronized with the WorkFlow process for hiring new employees.	<ul style="list-style-type: none"> A website has been created that is constantly updated with relevant documents that employees need to access in order to use the various systems. The “Webual” is accessible through myCCTC and each new employee will be given an individualized orientation to CCTC systems via the Webual. 	<ul style="list-style-type: none"> The Webual as an employee orientation enhancement will be more heavily used in the fall when more employees are brought into the College.
Provide training when new systems are installed and/or implemented	<ul style="list-style-type: none"> A significant amount of communication and training has occurred with respect to the e-textbook pilot. 	<ul style="list-style-type: none"> Assessments are planned for July for students and faculty. A formal analysis will be made at the end of the summer term and presented to College employees on 8/9/12 during a scheduled PDP activity.
Activate the Community of Practice for User Support Services to function in an advisory capacity for USS programs and services.	<ul style="list-style-type: none"> The USS CoP was activated on 12/1/11. The most significant accomplishment so far has been the deployment 	<ul style="list-style-type: none"> The Webual will be updated frequently as new documents are added to the site. The workflow system is also being

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
	of the Employee Technology Webual—an electronic manual for employees to provide instruction on how to perform common tasks.	updated to include the address of the Webual in the notification to the supervisor and the employee that the employee account has been established.
Activate the Digital Community Community of Practice composed of key users who establish procedures for managing the portal appearance and content	<ul style="list-style-type: none"> This CoP was activated on 11/30/11. Their first major accomplishment resulted in a campus-wide standardized email signature block for branding with College colors and symbols. 	<ul style="list-style-type: none"> The outstanding concern is the ability for employees to use a nickname or middle name in their signature box. This request will require some additional work but the effort will be made to explore the possibilities.
Identify key personnel who will be authorized to develop and maintain the content for the portal	<ul style="list-style-type: none"> This was not completed 	<ul style="list-style-type: none"> Carried forward to next year
Explore new applications and services for the portal	<ul style="list-style-type: none"> This was not completed 	<ul style="list-style-type: none"> Carried forward to next year
Implement Luminis 5.	<ul style="list-style-type: none"> This was not completed 	<ul style="list-style-type: none"> Carried forward to next year

Goal No. 8

8. Provide services and support to all other departments of the College and students in the areas of accounting, procurement, personnel, physical plant, auxiliary and internal services (print shop, mail service, shipping/receiving), safety and security, inventory management, and information and learning technologies

Expected Outcomes for Goal No. 8

- 8.1 Focus on improving customer service to all internal and external customers.
 - 8.2 Provide accounting and procurement services efficiently and effectively.
 - 8.3 Provide personnel services efficiently and effectively.
 - 8.4 Provide physical plant services efficiently and effectively.
 - 8.5 Provide Auxiliary and internal services efficiently and effectively.
 - 8.6 The College will be a safe and secure campus for faculty, staff, students, and visitors.
 - 8.7 College fixed assets will be secured, maintained, and accounted for.
 - 8.8 Coordinate the College Record Retention/Disposal system.
 - 8.9 Provide Information and Learning Technologies services efficiently and effectively.
- Supports College Strategic Goal: 7(I)
Supports College Annual Goal: 2, 4, 8, 10, 13

Supports Division Goal:

N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Accounts payable services will be streamlined and automated as much as possible, including providing ACH payments to vendors and students.	<ul style="list-style-type: none"> • ACH payments are used when authorized by students and/or vendors 	<ul style="list-style-type: none"> • Need to increase awareness and acceptance of this method of payment to students and vendors
Accounts receivable processes will be streamlined and automated as much as possible, including providing online payment options and automatic drafting of accounts for students on payment plans.	<ul style="list-style-type: none"> • Students are able to make payment for tuition online • Students enrolled in the payment plan can have payments drafted to ensure timely payments on accounts 	<ul style="list-style-type: none"> • Continue to look at all online payment options
Accounting department staff will provide assistance to College faculty and staff as requested.	<ul style="list-style-type: none"> • Assistance has been provided as requested. • Accounting and other business affairs staff have assisted in other areas of the College during peak registration periods—including the bookstore, call center, and security office 	<ul style="list-style-type: none"> • Accounting department staff will continue to have refresher training before each registration period
Personnel department staff will advise employees on HR issues and manage employee relations issues.	<ul style="list-style-type: none"> • Personnel staff apprised of employee relations issues inform the Director, who follows up with employees/supervisors or advises staff how to respond to concerns 	<ul style="list-style-type: none"> • Recurring issues are used to design future training for supervisors and/or employees
Payroll will be processed timely and accurately.	<ul style="list-style-type: none"> • Payroll was processed on time every pay period • Significantly improved W2 processing over previous year 	<ul style="list-style-type: none"> • Internal payroll deadline was moved up one day in order to be prepared for unforeseen emergencies
The fixed assets and inventory records and functions will be moved to the Banner Fixed Assets module in FY 12.	<ul style="list-style-type: none"> • This did not occur in FY 12. 	<ul style="list-style-type: none"> • This is being carried forward to FY 13
Changes will be made to	<ul style="list-style-type: none"> • The policy and procedure 	<ul style="list-style-type: none"> • Procedures will be revised

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
College inventory and surplus property procedures when revised procedures are issued by the System Office.	was revised in May and June and scheduled to be approved by the State Board in July	in FY 13 when the changes go into effect

Goal No. 9

9. Facilitate effective planning, evaluation, and use of results for quality support services for continuous improvement

Expected Outcomes for Goal No. 9

9.1 Publish divisional and departmental plans of action that reflect and support the College's strategic plan and annual goals.

9.2 Complete EPMS process annually for all staff, ensuring they support the annual plans of action.

9.3 Implement the College Facilities Master Plan.

9.4 Comply with the Information Security Plan requirements.

9.5 Comply with "red flag rule" requirements and prevent identity theft.

Supports College Strategic Goal: 4(E), 5(B), 7(I), 7(J)

Supports College Annual Goal: 15

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop and complete plans of action for the division and departments by deadlines	<ul style="list-style-type: none"> Divisional and departmental plans of action completed on time for all areas 	<ul style="list-style-type: none"> Plan of action is monitored during the year and an effectiveness report is prepared at the end of the year
Review results from College surveys and other means of assessment to improve services	<ul style="list-style-type: none"> All applicable surveys, evaluations, and reports were reviewed for feedback on Business Affairs Division services (see individual departmental reports for details) 	<ul style="list-style-type: none"> Most results were positive, but any negative comments were reviewed and assessed
Activate the Community of Practice (CoP) for Strategic Planning for the ILT department to conduct a quantitative and qualitative survey of current and future	<ul style="list-style-type: none"> This CoP will be initiated as soon as the TechQual+ Survey has been accepted, expected no later than July 2012. 	<ul style="list-style-type: none"> Results will be used to develop a multi-year information technology strategic plan for the ILT department.

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
service needs and develop a multi-year strategic direction for the department.		
Assess progress of POA objectives and compile an annual effectiveness report showing outcomes and use of results.	<ul style="list-style-type: none"> • Divisional and departmental effectiveness reports were completed on time showing outcomes and use of results 	<ul style="list-style-type: none"> • Effectiveness reports are used in developing the following years' plans of action
Prepare EPMS documents for all employees by deadlines	<ul style="list-style-type: none"> • EPMS documents prepared and submitted for all Business Affairs employees 	<ul style="list-style-type: none"> • Objectives for individual employees are tied to departmental plans of action • The personnel department is working on a plan to improve the PD and E/FPMS process next year
Ensure that the College capital plan and budget reflects the priorities of the facilities master plan as resources allow.	<ul style="list-style-type: none"> • The facilities master plan was used in developing the annual capital plan and budget 	<ul style="list-style-type: none"> • The facilities master plan will be reviewed annually and adjusted if needed, and used as a basis for planning of large capital projects
Update and monitor the Information Security Plan.	<ul style="list-style-type: none"> • This plan was not updated in FY 12. The current plan was issued for FY 05-06. • The College underwent a "security assessment" and a report was issued with findings. The high risk items have been reviewed and solutions to address safeguarding applicable information assets were 95% completed on May 15, 2012. 	<ul style="list-style-type: none"> • Results from the security assessment were used in submitting budget and equipment requests for FY 13. • Once the security assessment report has been presented to and approved by the ELT, the information will be presented to the Information Security Team to continue the assessment and update the Information Security Plan in FY 13.
Update and monitor the identity theft program.	<ul style="list-style-type: none"> • Identity theft training was provided online 	<ul style="list-style-type: none"> • Cashiers and other employees better equipped to identity theft or fraud when handling student accounts and payments

STUDENT AFFAIRS 2011-2012 Annual Effectiveness Report

Division Purpose/Mission: Student Affairs strives to provide professional and exceptional customer service to all students in a friendly atmosphere to facilitate personal and professional growth of students. We are committed to the success of students by offering services through Admissions and Records, Counseling and Career Services, Advisement and Registration, Testing, and Financial Services, regardless of location. We promote open and confidential communication to ensure trust and integrity. Our innovative services empower students as they prepare for the future.

Goal No. 1

1. Strengthen partnerships with secondary schools through collaborative efforts and aggressive recruitment efforts.

Expected Outcome for Goal No. 1

- 1.1 The number of high school graduates attending CCTC during the year following graduation will increase by 2% compared to Fall 2010.
- 1.2 Relationships with high school guidance staff will be strengthened
- 1.3 High school students and parents will be better informed on the benefits of attending CCTC.
- 1.4 The number of students in the dual enrollment program will increase.
- 1.5 High school students will complete FAFSAs in a timely manner.
- 1.6 Recruitment materials to be used for marketing Fall 2012 will be available to recruiters by April.

Supports College Strategic Goal: 2

Supports College Annual Goal: 6

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop a clear recruitment plan specifically for area high schools, including alternative, charter, and private schools, which promotes CCTC as a first-choice college.	Plan of Action for Recruitment, Outreach, and Testing (ROT) was developed. High School Round Up event for 16 high schools was held. 186 applications were received as a result of the event. Enrollment by recent high school graduates decreased to 11.6% from 12.8%. Documentation: Plan of Action for ROT; High School Round Up Schedule; High School Enrollment Report	Continue Round Up event; include private and charter schools during 2012-13 academic year. Increase enrollment of recent high school graduates by 3% for 2012-13 academic year.
Increase number of recruiting	Made 72 visits to local high	Use 2011-12 data as baseline

presentations in high schools; identify alternate formats for recruiting high school students.	schools, many of which included presentations. Documentation: Recruiter Reports	for measuring increases. Conduct presentations in private and charter schools as well. Increase by 10% next year.
Develop communication plans in Banner Recruit Module for high school seniors and juniors.	Assigned staff person the responsibility for communication plans. No plans developed. Documentation: Employee Position Description	Provide training to staff member and develop communication plans.
Build relationships with all guidance counselors (Recruitment Director); establish regular meeting schedule to provide college updates.	Recruiters established monthly visits with guidance counselor. Documentation: Recruiter Reports	Director will ensure meetings with guidance counselors in addition to visits by recruiters.
Collaborate with Public Relations Department to promote the benefits of CCTC; investigate appropriate media to use, including social media.	Worked with Public Relations to develop updated marketing materials. Assigned a recruiter to monitor and post messages on social media. Documentation: Facebook Page, Open House Postcard, Counselors' Breakfast Materials, New Program Brochures	Continue collaboration with Public Relations and identify new strategies for target populations. Include social media approach in overall recruitment plan.
Promote financial aid opportunities to students and parents via "Financial Aid Nights" in area high schools.	All area high schools were given written information regarding CCTC financial aid staff's availability for assistance in January. Assisted students and counselors at Lugoff-Elgin (August and January), East Clarendon (October), Camden (January), Sumter (October and February), Crestwood (February), Lakewood (March), and Manning (April) High Schools. Sent letter to Homeward Education in April to offer presentation. Documentation: Flyer, Parent Night Schedule, Email to rachelward@homewarded.com	Continue to offer assistance to area high schools and strive to provide presentations in all public high schools in service area. Continue to offer assistance to home school associations and follow up if no response received.
Host College Goal SC in	Hosted College Goal SC event in	Increase publicity of CGSC,

conjunction with USC-Sumter and Morris College to promote FAFSA completion to high school seniors and parents.	February 2012. Increased attendance over previous year from 5 to 26. Documentation: Sign in sheets	to continue to increase attendance.
Obtain marketing materials for Fall 2012 from Public Relations Department no later than April.	Obtained several program brochures before April. Fall schedule was not received until May. Catalog was not received until June. Obtained other marketing materials from Public Relations Department to have in Student Services display racks available to current and prospective students. Documentation: Program Brochures, Financial Aid brochures, Student Services booklet, services flyers.	Work with Public Relations Office to ensure earlier receipt of necessary promotional materials. Updated Viewbook needed.

Goal No. 2

2. Facilitate student transfer to senior institutions through marketing and partnerships with four-year institutions.

Expected Outcome for Goal No. 2

- 2.1 All bridge programs and transfer opportunities will be marketed through recruitment efforts and the TRiO program.

- 2.2 Recruitment Department will host annual College Transfer Day.

Supports College Strategic Goal: __3__

Supports College Annual Goal: __6, 11__

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Ensure USC Bridge Program information is shared with prospective students at all recruiting events.	Recruiters promoted the Bridge Program at all events using the University Transfer brochures. Admissions counselors provided information on Bridge Program to new admits. Students in program coded as such in Banner. Documentation: AA/AS Program Brochures;	Continue to promote all bridge programs to prospective and new students.

	Banner	
Promote the AA and AS University Transfer programs to all prospective students.	Recruiters shared information on transfer programs during recruiting events. Transfer programs were also promoted during College Transfer Day. Documentation: AA and AS Program Brochure; College Transfer Day Agenda	Continue to promote the University Transfer programs as a viable option for an affordable pathway to advanced degrees.
Use TriO student evaluations and feedback to identify colleges of interest for future visits.	Transfer counselor was able to better select colleges of interest for students. One new school was identified and visit resulted in positive feedback. Documentation: Student College Visit Evaluations Fifteen graduates were identified and five required assistance with transfer procedures. Documentation: DOE Annual Performance Report and BLUMEN Database	Feedback will continue to be used to ensure that college visits are of interest to students. Will continue to assist students with transfer procedures to ensure a seamless transition.
Host annual College Transfer Day; increase number of colleges in attendance.	Held Transfer Day on March 13, 2012. Number of colleges/military reps in attendance was 22 and 30 students attended. This represents a decrease from the previous year (23 colleges/military reps, 73 students). Documentation: College Transfer Day Agenda; Recruitment Records	Begin planning event earlier. Conduct follow up to secure attendees. Promote earlier to students. Secure the assistance of transfer advisors to promote the event. Identify additional colleges/military reps to include in the invitation.

Goal No. 3

3. Provide appropriate support services, program offerings, and facilities at outreach locations.

Expected Outcome for Goal No. 3

- 3.1 Enrollment and usage of outreach locations will increase.
- 3.2 Practices will be consistent across campuses.
- 3.3 Shaw Center will be fully utilized in AY 12-13.
- 3.4 Outreach students will have access to the same services as main campus students.

3.5 The integrity of testing process will be maintained, regardless of location.

3.6 Scheduling of course offerings will be streamlined.

Supports College Strategic Goal: __4__

Supports College Annual Goal: __1, 3, 9, 11, 13__

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Market availability of all services at outreach locations.	Publications for services were distributed at all outreach locations. Bulletin boards, plasmas, and classroom announcements were used to share information with students. Documentation: Student Services Booklet, Student Life Booklet, Recruitment Materials, Specialized Flyers	Continue to promote services at all locations to ensure access for students. Investigate which services can be provided to outreach students on site.
Review processes and procedures at all locations to ensure consistency across campuses.	All processes were reviewed. Training for outreach staff was provided in areas of admissions processing, financial aid, and course scheduling procedures. Specific training was provided by admissions director to administrative specialists and counselors in November 2011. Documentation: Sign in Sheets, PowerPoint Presentations, Evaluation Summaries, Agendas, and Meeting Minutes	Continue to hold outreach staff meetings each semester to ensure consistency in processing and provide needed training to staff.
Develop and administer needs survey to all outreach students to determine services and courses needed.	Outreach survey was developed and administered at all outreach locations in April 2012. Results were shared with all outreach staff and the Executive Leadership Team. Documentation: Outreach Survey and Survey Results PowerPoint.	Use results to make changes in course scheduling and services at each outreach location.
Assess testing needs at each	Testing Coordinator made	Testing Coordinator will

location and coordinate regular trainings with Testing Coordinator.	regular visits to all outreach locations to assess testing procedures. Training needs were identified. Documentation: Testing Coordinator's Outlook Calendar	develop a Policies and Procedures Manual to be shared with all outreach staff. Training will be provided prior to Spring 2013.
Conduct Outreach Staff meetings three times per year to improve communications and identify areas for improvement.	Meetings were held on October 26, 2011, and May 23, 2012. Documentation: Outreach Meeting Agendas and meeting minutes.	Continue to hold outreach staff meetings each semester to ensure consistency in processing and provide needed training to staff.
Conduct workshops and services presentations at all locations; aggressively market.	FED- COL 103 (1 session) with 95% Satisfaction Rate. Dual Enrollment Session for parents and students, Fall 2011. Lee County-COL 103 (5 sessions) with 100% satisfaction rate. Conducted one workshop on withdrawal procedures in 13 classes with 100% satisfaction rate. Kershaw- COL 103 (2 sessions) with 99% average satisfaction rate. Documentation: Workshop Evaluation Summaries; PowerPoint Presentations	Increase number of workshops offered at each location to include special topics in addition to COL 103 presentations. Conduct dual enrollment information sessions, where appropriate, in collaboration with Dual Enrollment Coordinator.
Increase activity of TRiO program at all outreach locations (marketing of program, tutoring services.)	Counselors were available once per month to assist students enrolled in the TRiO SSS program; conducted four sessions at outreach campuses. Documentation: Counselor Contact Sheets and Students' File Folders	Outreach campus enrollees will continue to be afforded the same services as those on main campus. Monthly visits for counselors will be scheduled to accommodate eight total visits.
Collaborate with Academic Affairs to develop a more effective approach to course scheduling for outreach locations.	New director position was created. Director developed a comprehensive outreach course schedule request and submitted to Academic Affairs. Documentation: Outreach	Continue this approach for the 2012-13 academic year.

	Schedule Reports; ROT Director Position Description	
Identify appropriate program options to be offered solely at Shaw Center.	Potential program options were discussed in ELT meetings and in Academic Affairs. Shaw Center is being used for ReadySC training, CDL training, and Fall 2012 general education course offerings. Documentation: Notes from ELT meetings, ReadySC Schedule, Workforce Development Schedule.	Identify the best approach for Shaw Center. Move general education course offerings to Base Education Center.
Collaborate with Workforce Development Division to offer training programs at Kershaw County Campus.	Conducted 23 Workforce Development programs at the Kershaw County Campus. Documentation: Workforce Development Training Courses Report for Kershaw County Campus	Continue to provide appropriate course offerings in Kershaw County.
Develop at least two community service projects in which Kershaw County students can participate.	Task was not completed.	Investigate feasibility of this for 2012-13 academic year.
Increase enrollment at Kershaw County Campuses by 5% each semester.	Enrollment increased by 7.3% for 2011-12 academic year compared to total enrollment for 2010-11. Fall 2011 was the only semester below 5% increase (3.4%). Documentation: Outreach Enrollment Reports	Identify appropriate enrollment goal for 2012-13 academic year.
Establish Student Feedback system at Lee County Site and FE Dubose Campus.	Student Feedback System established at Lee County and two cards received. Satisfaction rate was 50%. Student Feedback System established at FE Dubose Campus and 7 cards received. Satisfaction rate was 100%. Documentation: Feedback Cards	Increase number of feedback cards received; improve satisfaction rate at Lee County.
Increase enrollment by 3%	Enrollment increased by 7%	Continue to focus on

each semester at Campus.	for Fall 2011 and 6% for Spring 2012. Summer 2012 decreased by 30%. Reviewed the Admitted and Readmitted Not Registered reports and examined student accounts. Contacted students to resolve problems and encourage completion of the process. Increases in enrollment were evident on Outreach Report. Documentation: ADM and READ Not Registered Reports; Outreach Enrollment Reports, Weekly Activity Reports for FE Dubose	increasing enrollment by working with Adult Education, coordinating visits from main campus staff responsible for special programs and services, establishing new relationships with Christian academies and the ACT program, and investigate possible incentive plans to motivate students to remain in classes to improve retention rates and student success.
Increase enrollment by 10% each semester at Lee County Site.	Enrollment decreased by 12% for Fall 2011, but increased by 25% for Spring 2012 and 50% for Summer 2012. Documentation: Outreach Enrollment Reports	Identify new enrollment goal for new academic year.
Decrease number of courses canceled at Lee County Site by 60%.	Number of course cancelations actually increased for the 2011-12 academic year. Documentation: Semester Schedules	Use results of Outreach Survey to identify courses of interest to students when developing semester course schedules.
Increase number of Lee County students enrolled in TRiO program to 7.	Four students at the Lee County Site are enrolled in the TRiO program. Documentation: TRiO Records	Increase marketing of TRiO program at the Lee County Site.
Annualized enrollment for all outreach locations will increase by at least 10%.	Annualized enrollment for all outreach locations decreased by 6%. No courses were scheduled at Shaw Center for Summer 2012 and some sites experienced a decline in enrollment. Documentation: Outreach Enrollment Report	Use Outreach Survey results to determine best course offerings for each location. Enrollment goals will be set by location and not overall for all locations.

Goal No. 4

4. Provide high-quality, innovative support services to facilitate personal and professional growth of students.

Expected Outcome for Goal No. 4

- 4.1 Students will have access to quality services which will help them to develop personally and professionally.
- 4.2 Financial Literacy programs will be expanded.
- 4.3 Pass rates for students in TRiO program will increase as a result of tutoring services.
- 4.4 Collaboration between departments as well as with external agencies will allow for high level of services offered while operating within budget constraints.
- 4.5 Support programs for military veterans will be developed, including the establishment of a Student Veteran's Association.
- 4.6 Phase 1 of the Career Services Center will be implemented.
- 4.7 Awareness of Disability Services will be increased.
- 4.8 Improvements will be made to the book loan program through the Special Populations program.
- 4.9 A comprehensive review of Student Life program will be conducted and new organizations will be formed. Participation in Student Life events will increase.
- 4.10 Improvements to the graduation process will be made.
- 4.11 Third-party Call Center will be investigated.
- 4.12 Timely completion of FAFSAs will be promoted.

Supports College Strategic Goal: 5

Supports College Annual Goal: 1, 3, 11, 13

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Revamp the Financial Literacy program offered through TRiO.	Fifty percent of students completed at least one component of CashCourse per semester. Documentation: CashCourse knowledge based post-test scores	Will continue to use CashCourse as a tool to increase financial literacy knowledge base.
Develop and implement a Financial Literacy program through the Office of Financial Aid to include online and face-to-face sessions.	Provided workshops titled: -Managing Debt – Student Loans and Credit Cards -Personal Finance -Identity Theft -Budgeting: Know Where Your Money is Going Documentation: Flyers, Sign-in Sheets, Presentations.	Attendance at workshops is poor. Develop better approach to marketing workshops. Explore alternative formats for providing information to students including online sessions to improve delivery of information.
Increase TRiO tutee attendance to 15% in an effort to increase student pass rates.	The attendance rate of tutees was 14.3% which represents an increase from 13.1% in the previous academic year. Mid-term report process was	Additional strategies will be developed to continue to increase tutee attendance. Improve pass rate to 65% for

	<p>improved to increase student pass rate. Pass rate to this point is 61% compared to 60% in the previous academic year.</p> <p>Recruited and trained three new tutors in assisting students with understanding of subject matter. Tutors have training meetings once a month as a group and on an individual basis.</p> <p>Documentation: Tutors' Employment Folders and Tutor Training Attendance Sheets, ARGOS Report</p>	<p>the 2012-13 academic year</p> <p>Tutors will continue to receive training to better assist TRiO students.</p> <p>Will investigate early alert systems to identify struggling students early.</p>
Coordinate TRiO cultural events with other colleges and community agencies to increase students' cultural exposure; identify free sources for cultural activities within local community.	<p>Students were exposed to new college and university opportunities as well as exposure to new cultural awareness events; coordinated with one agency.</p> <p>Documentation: Outlook emails and college/cultural tour contract</p>	Will continue to coordinate with other agencies to reduce cost and expose students to more cultural activities.
Promote TRiO program to current students through Open House events, participation in college-wide events, and classroom presentations.	<p>Attended Open House events and communicated benefits of the TRiO SSS program.</p> <p>TRiO Open House events were conducted during the fall and spring semesters to bring awareness of services offered. Twelve classroom information sessions were held in COL 103 classes</p> <p>Documentation: Counselors Contact Sheets, Tri-board, Flyers, COL 103 Schedule</p>	<p>Continue to share information with prospective students.</p> <p>TRiO Open House events will continue to be used as a recruitment and informational tool.</p> <p>Disseminate information in COL 103 on the benefits of enrolling in the TRiO program for AY 12-13.</p>
Research and develop a plan for military veteran programs to include physical space and services.	<p>Conducted research for establishing Student Support Services for students who are veterans.</p> <p>Documentation: Leadership Academy presentation.</p>	Apply for grants, identify appropriate space, and begin implementation.
Establish a Student Veterans Association.	<p>Researched organization.</p> <p>Documentation: Leadership Academy presentation; www.studentveterans.org</p>	Establish a SVA during the 2012-13 academic year. Identify an appropriate advisor. Promote to enrolled Veteran students.
Develop a marketing campaign to promote early	Utilized plasmas, flyers, CGSC, FAFSA New Year, COL 103, and	Continue strategies, and increase personal contact with

completions of the FAFSA.	personal contact with high school guidance counselors to promote early FAFSA filing. Number of students in 1213 initial awarding was 11% above 1112. Documentation: Flyers, Presentations, Counselors' Breakfast Agenda.	guidance counselors to increase early completion of FAFSA.
Investigate feasibility of using a third-party call center in place of current approach.	Contacted Financial Aid contractors during SASFAA annual conference for information. Third-party contractor is too expensive. New CCTC Call Center Manager is efficient and ran an effective center in 2011-12 with relatively no complaints from stakeholders. Documentation: SASFAA Conference Agenda	Continue to provide call center and investigate ways to improve customer service, such as extended hours, etc.
Investigate effective default management strategies and expand current program.	Sent regular emails for students entering repayment, or late with payment. Held workshop on managing student loan debt. Documentation: Financial Aid Activity Lists; P&P for Default Management; Workshop Sign-in Sheets and Presentations; Banner screen RRAAREQ for students entering repayment; Texas Guaranteed Student Loan Corporation (TG) Reports	Continue proven strategies and explore new means of providing students with information.
Improve career counseling approach with undecided students to reduce the number of change of programs.	Opened a comprehensive Career Services Center January 2012. Admissions staff collaborated with Career Services Coordinator and Director to ensure undecided students received extensive career counseling prior to the end of the first semester. Revised change of program procedures. Documentation: Revised Change of Program Procedures and Change of Program Form	Refer all undecided students and students with two or more change of programs to the Career Services Center. Career Services Center staff will provide extensive career exploration opportunities to students.
Participate in annual advisement training with	Assisted with coordination of annual advisement training in	Continue using Degree Works when advising new and

Academic Affairs and continue to advise first semester students in Office of Admissions.	<p>November 2011 for faculty and admissions counselors. Implemented Degree Works to effectively and actively advise students.</p> <p>Documentation: Sign in Sheet, PowerPoint presentation, Evaluation Summary, and Agenda; Degree Works Training Schedules and Sign-In Sheets</p>	readmitted students for the first semester.
Increase participation in college-wide workshops through a timely and aggressive marketing approach. Seek assistance from Academic Affairs.	<p>Eleven out of 14 TRiO workshops were completed with a satisfaction rate of 98.9% and an outcome rate of 99.3%.</p> <p>Documentation: Workshop sign-in sheets and evaluations. Participation decreased at Fall semester Admissions workshops using advertising campus venues, tabletop signs, and email to faculty requesting student attendance at workshop. Fall 2010 Learning Styles Workshop: 17 attendees; Fall 2011 College Success Workshop: 12 attendees.</p> <p>Documentation: Flyer, Sign in Sheet, PowerPoint Presentation, and Emails to Faculty</p>	<p>Implement a workshop interest form for student feedback to incorporate new topics of interest for increased attendance.</p> <p>Collaborate with Academic Affairs in supporting and promoting college-wide workshops to increase attendance and participation by 5%.</p> <p>Provide online versions of workshops.</p>
Increase participation in the book loan program through Special Populations.	<p>Increased participation in the book loan program through Special Populations by encouraging students to return textbooks purchased with Special Populations funds each semester. Fall 2010- 11 books returned; Fall 2011 – 25 books returned. Spring 2011- 10 books returned; Spring 2012- 21 books returned.</p> <p>Documentation: Special Populations Textbooks Contract and Returned Book List</p>	Implement book drive during Special Populations Program orientations to increase number of books returned each semester.
Implement changes to Special Populations program to include AA and AS students with technical	Implemented changes to Special Populations program to include AA and AS students with technical concentrations; revised all	Monitor coursework each semester of AA and AS students with technical concentrations to ensure students are taking

concentrations; revise all marketing materials.	marketing materials Documentation: Special Populations Program Contract	courses toward target programs.
Increase awareness of Disability Services through trainings and special events during Disability Awareness month.	Increased awareness of Disability Services during October 2011 with bulletin board postings, signage for using automatic door openers throughout the campus, and disability facts sheet sent to all faculty. Provided ADA training to all faculty and staff. Collaborated with school district personnel to increase awareness of disability services for prospective students at local area high schools. Documentation: Bulletin Board Postings, ADA PowerPoint Presentation, and Disability Fact Sheet; ADA Flyer; Emails sent to local area high schools	Continue to increase awareness of Disability Service by providing annual faculty training, Disability Services luncheon for special needs high school personnel, and creating bulletin board postings. Continue ongoing communication with school district personnel and provide local area high schools ADA flyers to increase awareness of disability services at CCTC.
Monitor progress of ADA students each semester through individual counseling sessions; provide workshops to facilitate success of ADA students.	Monitored progress of 92 ADA students for the academic year through individual counseling sessions; provided ADA students the list of college-wide workshops to facilitate success. Scheduled a minimum of one counseling session for students with disabilities at outreach locations each semester. Documentation: Argos Reports; Emails Sent to Students	Continue to monitor academic progress of ADA students each semester through individual counseling sessions. Market available college-wide workshops to facilitate success of ADA students. Schedule Disability Services Counseling Day each semester at outreach locations.
Improve graduation processes by automating applications in Banner; marketing application deadlines.	Improved graduation processes by automating graduation application in Banner, marketing application deadlines, and revising task dates on graduation checklist. Documentation: Online PCA, Graduation Flyers, and Graduation Timeline	Create name cards for graduation and graduation program one week prior to graduation ceremony.
Open Career Services Center in January 2012.	Career Services Center opened on January 18, 2012. Documentation: Grand Opening Invitation	Continue to provide services through the center.

Increase use of College Central database by 3%.	Usage of College Central increased by 2.4%. Documentation: College Central Database	Continue to market College Central to increase usage.
Develop and implement a marketing campaign for Career Services.	Hosted a Grand Opening Ceremony in January and a Ribbon Cutting in February. Worked with Public Relations Department to develop a brand for Career Services and various marketing materials. Documentation: Program and Career Guide, Career Services Brochure, various flyers.	Continue to promote Career Services through attractive marketing materials and through faculty in the classrooms.
Increase participation in club activities through improved communications and marketing strategies.	Approved one new club; clubs increased student participation and attendance at club events, and increased marketing through email, Facebook, This Week, myCCTC, signs, bulletin boards, plasmas, and tabletop announcements. Documentation: Sign in Sheets; Student Life Files Worked closely with clubs to implement Toys for Tots, Phenomenal Women Clothes Drive, and Red Cross Blood Drive. Blood Drive postponed until AY 2012-2013. Documentation: Flyers	Continue to expand Student Life and increase the number of student organizations by two (SGA and SVA) during the 2012-2013 year. Increase the number of events offered by five student activities and ensure coordination of Blood Drive at multiple locations.
Establish a Student Government Association	Researched Student Government Association. Documentation: Student Life Files	Establish a Student Government Association for 2012-13 academic year.
Develop and host Welcome Week events and a Spring Fling.	Developed and hosted CentralFEST September 2012, mini-CentralFEST at Outreach Campuses September 2012, and Centralbration March 2012 Documentation: CentralFest and Centralbration Flyers Volunteer Schedules, and Minutes from Subcommittee Meetings	Continue to host student appreciation events during the Fall and Spring semesters.
Coordinate annual club	Held annual club advisors and	Continue to develop and host

advisor and presidents luncheons.	presidents' luncheon in May 2012. Documentation: Receipts, Sign in Sheet, and Invitation	annual club advisors and presidents' luncheon and training.
Develop and implement a marketing campaign for Student Life.	Developed new leaflet for Student Life; collaborated with Public Relations to make sure all announcements and signs reflect the image of the College; student life information was disseminated through rack displays, countertops, plasmas, and announcements. Documentation: Student Life Leaflet and Student Life flyers	Continue to increase student involvement through increased and improved marketing strategies.
Implement new procedures for Ability to Benefit testing.	New Ability to Benefit procedure was implemented and Testing Coordinator received training. Documentation: ATB Testing Procedures, Training Documents	Ability to Benefit regulations changed and the college will no longer administer this type of test.
Support Dual Enrollment program by providing test administration to high schools through the Testing Center.	Dual Enrollment testing was conducted by the Testing Center and PBI Formula Grant staff. Testing services are no longer conducted by Dual Enrollment Coordinator. Documentation: Testing Records	Continue to support dual enrollment initiatives. Provide test preparation sessions prior to test administration through the PBI Formula Grant Program.
Develop schedule for placement test administration at local Adult Education Centers.	Task was not completed.	Collaborate with Adult Education Centers to establish a process and regular schedule for placement testing of new GED/High School graduates.
Develop marketing strategies to promote CLEP/Dantes testing and increase number of test administered.	New marketing materials were ordered from company and distributed by Testing Coordinator. New flyer was created by Public Relations and was distributed across campuses. Documentation: CLEP materials.	Increase number of CLEP tests administered. Use baseline data from 2011-12 to determine increase for 2012-13 academic year.
Establish student resource page on website.	Established a Student Affairs webpage which includes community and health resources for students. Established a Military webpage. Established a Consumer Disclosures webpage. Provided a "Resources" link on bottom of website.	Continue to update webpages for resource information for students.

	Documentation: www.cctech.edu	
Develop and distribute Student Affairs newsletter as a communication tool (7 issues per year).	Developed <i>Centrally Speaking</i> newsletter. Distributed five issues across all campuses. Posted newsletters in myCCTC for easy access by students. Documentation: Centrally Speaking Newsletters	Continue to produce a minimum of 5 issues per year.
Establish a committee to review New Student Orientation program and implement necessary changes to content and format.	Established a committee to review New Student Orientation program and implemented necessary changes to content and format. Documentation: Sign in Sheet and Meeting Minutes Improved marketing strategies by including early promotion on registration checklist, postcard mailing two weeks before the event, emails to all new students, and providing excess postcards to Admissions and Outreach Staff. Also marketed on Facebook, myCCTC, This Week, and plasmas. Fall 2010 NSO attendees: 219; Fall 2011 NSO attendees: 211; Spring 2011 NSO attendees: 85 Spring 2012 NSO attendees: 105. NSO attendance increased by 4%. Documentation: Registration Checklist, Postcards, and myCCTC Announcements	Continue to evaluate New Student Orientation format and revise if needed. Work closely with Public Relations and Academic Affairs to aggressively market NSO. Increase attendance by 5%.

Goal No. 5

1. Contribute to enrollment growth by targeting specific populations and strengthening relationships with community partners and college personnel.

Expected Outcome for Goal No. 5

- 5.1 Recruitment events will be scheduled within business and industry sectors.
- 5.2 Military affiliated students will increase by 5%.
- 5.3 Partnerships will be developed with local churches.
- 5.4 CCTC will be more visible in the community by increasing involvement in community service activities.
- 5.5 Improved system for pending student files will be implemented at all campus locations.
- 5.6 Improved system for Web applicants will be implemented.
- 5.7 Develop a new approach for a college-wide Open House.
- 5.8 An FAQ document requested by faculty advisors will be available in myCCTC.

5.9 Student Affairs tab will be created in myCCTC as a resource for Student Affairs personnel.

Supports College Strategic Goal: _7____

Supports College Annual Goal: _11____

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Collaborate with Workforce Development Division to recruit through business and industry.	Recruiters assisted with events as requested (3). Position description for Military Programs Coordinator (MPC) revised to include Workforce Development recruitment. Documentation: Recruiter Reports; MPC Position Description	Continue to assist as requested.
Increase enrollment of military affiliated students by 5% via recruitment events, targeted mailings and call campaigns, and promotion of Patriot Scholarship.	Coordinated efforts with on-base colleges and developed a rotating schedule for recruitment on Shaw AFB. Conducted quarterly recruitment at three base locations. Improved access to testing by providing testing services in Base Education Office. 55 tests were administered on base. Awarded 14 Patriot Scholarships in the amount of \$16,980. Enrollment remained flat for military populations (402 unduplicated active duty and dependents enrolled for 2011-12 academic year). Enrollment of active duty declined while enrollment of military dependents increased. Documentation: Military Enrollment Report; Patriot Scholarship Spreadsheet	Continue participating in rotating recruitment schedule. Determine if testing can occur in another area of Shaw AFB Education Center. Continue to offer Patriot Scholarship. Determine reasons for active duty decline in enrollment. Seek SACS approval for the Base Education Center in order to offer convenient classes to the Shaw community. Investigate the feasibility of a Military Resource Center.
Develop strategies for	Conducted visits to several	Include strategies for local

recruitment through local churches.	churches, however, no specific recruitment plan developed for this audience. Documentation: Recruiter Reports	churches in overall recruitment plan.
Develop recruitment plan specific to Adult Education Centers in each county.	Conducted 15 visits to Adult Education Centers. Documentation: Recruiter Reports	Determine a set schedule for visits to Adult Education Centers.
Manage the IET Scholarship program to increase the number of students enrolled in IET programs.	IET Scholarship Program transitioned to FA office. Program running smoothly. Awarded 108 scholarships. Documentation: IET Scholarship Reports	Continue to manage program, using self-evaluation of processes to increase efficiency and attempting to locate and remove barriers to students.
Promote the availability of Fee Waivers for students with unmet need to all Student Affairs staff.	Gave periodic reminders of available funds and requests for identification of eligible students at Student Services meetings and trainings. Awarded \$11,660 for 2011-12 award year. Documentation: Student Services Training/Meeting Agendas.	Increase frequency of requests for eligible students.
Develop strong recruitment plan for Lee County Site.	A specific plan for recruitment in Lee County was not developed.	Include strategies for this site in the overall recruitment plan.
Expand the number of reading tutors placed in area high schools through the FWS program.	Increased number of tutors from 1 to 4 over the course of the academic year. Documentation: 2011-12 FWS records	Maintain number of tutors at 4 for the entire academic year and explore possibility of future increases.
Develop a clear, systematic approach to pending student files across all campus locations.	Developed a clear, systematic approach to pending student files across all campus locations. Utilized pending not admitted report. Implemented personal and automated call campaigns. Documentation: ARGOS Reports, Pending Applications Procedures, Call Logs	Continue contacting students by automated calling at least twice per semester and do a minimum of one mailing for special events such as Open House.
Develop a clear, systematic	Coordinated annual Banner	Decrease number of errors in

approach to Web applicants and increase percentage of enrolled Web applicants by 10%.	training in November 2011 for Admissions staff. Fall 2010 web admits: 129; Fall 2011 web admits: 544; Spring 2011 web admits: 76; Spring 2012 web admits: 248. Web admits increased by 286%. Documentation: Sign in Sheet, Evaluation Summary, and PowerPoint presentation; Web Applicant Report	Banner and push individual web applications when needed. Train additional staff member to process web applications during peak registration periods.
Develop a new approach to Open House; host one college-wide event rather than multiple small events in conjunction with Academic Affairs.	One Open House event was held in March 2012. Attendance was low and this type of event may no longer be effective. Documentation: Open House Schedule and Report	Determine whether Open House is an event worth pursuing.
Create an FAQ document for faculty advisors for basic information related to student services.	Task was not completed.	Create document for 2012-13 academic year.
Create a Student Affairs tab in myCCTC as a resource for staff; information will include policies and procedures manuals, training manuals, etc.	Did not complete. MyCCTC is under revision and a new version will be implemented. Therefore, no new tabs were added.	Determine best method for sharing this information to all staff members.

Goal No. 6

6. Attract and retain highly-qualified, diverse personnel to provide quality student support services throughout the College's service area.

Expected Outcome for Goal No. 6

- 6.1 Qualified, diverse staff members with expertise in student services will be hired.
- 6.2 Salaries will be reviewed to ensure competitive wages.
- 6.3 Professional development opportunities will be provided to all staff members being mindful of budgetary constraints and individual needs.
- 6.4 Feedback will be solicited from staff following professional development events in order to implement new strategies and make improvements to services.
- 6.5 The EPMS process will be used to plan for individual employee plans of work and to identify professional development needs.

Supports College Strategic Goal: 6

Supports College Annual Goal: 10

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Identify appropriate resources for advertising positions for student services personnel; preferred qualifications will be experience in student services.	Utilized multiple advertising options to include website, NEOGOV, military base, and various list serves. Preferred qualifications identified for all postings. Documentation: Job Postings	Continue sound advertising practices.
Review salaries of existing staff; goal is for salaries to be at or above state average for classification.	Reviewed salaries. Ensured competitive salaries for newly posted positions. Documentation: Personnel Files; State Salaries Database	Continue to ensure salaries for all staff members are competitive with other state agencies.
Identify professional development activities which are directly tied to position descriptions, to include customer service and diversity trainings.	Ensured that staff attended appropriate professional development trainings tied to job duties to retain qualified knowledgeable staff. Documentation: 2011-12 PDP Approvals All staff attended Generation Next training in February 2012. Provided customer service/diversity training in June 2012. Documentation: Sign in sheets, Agenda, and Customer Service PowerPoint presentation Coordinated Financial Aid training to Admissions Counselors in November 2011. Documentation: Sign in Sheet, Evaluation Summary, Learning Outcomes, Agenda, and Financial Aid PowerPoint Presentation	Staff will continue to attend professional development opportunities tied to their positions to retain qualified staff members and provide up-to-date services to students. Provide summaries from PDP activities with staff to improve services. Provide Title IX training as part of the college's professional development series.
Use feedback from staff	TRiO staff information	Staff will continue to attend

attending PDP events to make improvements in existing services or to develop new service programs.	<p>obtained during professional development opportunities to better service students was obtained during staff meetings. This information was used to determine the need to modify or change services.</p> <p>Documentation: TRiO Staff Meeting Minutes Used feedback from admissions and records staff attending PDP events to make improvements in existing services; developed Admissions Records Retention Policies and Procedures and increased marketing strategies for New Student Orientation. New Student Orientation attendance increased by 4%.</p> <p>Documentation: Summaries from PDP Events</p>	<p>college sponsored professional development opportunities. All directors will obtain feedback on PDP events and will share with staff as appropriate.</p> <p>Explore opportunities to present Student Services information and processes at workshops and conferences.</p>
Conduct mid-year reviews with all staff members to provide feedback on performance; provide training opportunities when needed.	<p>Conducted EPMS mid-year reviews with staff members to ensure employee knowledge of processes and to identify areas of improvement.</p> <p>Documentation: Staff and Supervisor appointments on Outlook; employee files</p>	Continue EPMS mid-year review process.

Goal No. 7

7. Engage in effective planning and evaluation processes which support the College's mission and ensure sound management of resources.

Expected Outcome for Goal No. 7

- 7.1 Student Affairs departments will have integrated plans of action which reflect division and college goals; effectiveness reports will be completed at end of year; improvements will be identified.
- 7.2 Survey results and student feedback will be reviewed to improve student services.
- 7.3 Data reports for recruitment, admissions, enrollment, financial aid, and TRiO will be produced and analyzed each semester to make improvements.
- 7.4 All programs and services will have established program outcomes and student learning outcomes, as well as evaluation processes.
- 7.5 Sound budgetary practices will be a priority for all departments; processes will be reviewed and streamlined.

- 7.6 All Student Affairs directives, policies and procedures manuals, and web pages will be accurate and up-to-date.
- 7.7 Information will be provided for the completion of the SACS Fifth-Year Report.
- 7.8. All federal and state regulations related to student services programs will be monitored closely and changes to procedures and policies will be made as required.
- 7.9 Grant needs will be identified and communicated to VP for Administration and Planning.
- Supports College Strategic Goal: 7
- Supports College Annual Goal: 1, 15

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Ensure each department has a plan of action which supports the department mission and college goals; monitor plan monthly to ensure progress; complete effectiveness reports at end of year and identify areas for improvement.	Plans of Action were developed with unit staff input, implemented, shared with units, and monitored regularly. Documentation: 2011-12 Plans of Action for all units Annual Effectiveness Reports for all units were completed, and recommendations for 2012-13 were included. Documentation: 2011-12 Annual Effectiveness Reports for all units	Continue to develop Plans of Action with increased input from unit staff members. Ensure semester monitoring by all staff members. End of Year effectiveness reports will be used when developing 2012-13 Plans of Action.
Review Programs and Services Survey, outreach survey, student feedback cards, and workshop evaluations to improve services; ensure satisfaction rates are above 90%.	Reviewed Programs and Services Survey. All services within units received satisfaction rates of 90% or above. Received feedback on services via newly developed outreach survey and feedback cards. Documentation: Programs and Services Survey; Outreach Survey; Feedback Cards TRiO: One hundred-sixty Year-end surveys were mailed to students with a posted return envelope during 201130. Suggested changes were taken into consideration for the improvement of services. In the process of receiving surveys. Documentation: Year-end surveys	Continue to use appropriate surveys, evaluations, and feedback cards to implement changes for continuous improvement.

Data reports will be produced by each director at the end of the semester so trends can be analyzed and services can be improved.	<p>FA data was reported throughout academic year to VP and division directors in SAT Meetings</p> <p>Documentation: SAT Minutes; Unduplicated Report; Appeal Statistics;</p> <p>Auto Call Logs</p> <p>Each semester the effectiveness of the TRiO Tutoring program was evaluated and two reports were given to Student Affairs (201110 and 201120). TRiO effectiveness report for 201130 will be completed fall 201210.</p> <p>Documentation: TRIO Tutor Effectiveness Reports</p> <p>Admissions and Records produced data reports for Disability Services and Special Populations Program. Reviewed Admitted and Readmitted Reports. Reviewed Tally Reports.</p> <p>Documentation: Disability Services Data; Special Populations Program Spreadsheets; ARGOS Reports; Tally Report</p>	<p>Develop specific reports to meet the needs of the division.</p> <p>Evaluation will be used to gauge the effectiveness of the TRiO tutoring efforts; ensure timely submission of all three reports.</p> <p>Develop report to track number of admits from contacted pending applicants report.</p>
Ensure all programs have established program outcomes and services provided support these outcomes.	<p>All units reviewed mission statements and program outcomes. Program outcomes were revised to reflect new services and organizational changes for 2012-13.</p> <p>Documentation: Program Outcomes for 2010-2012; Program Outcomes for 2012-2015.</p>	Implement strategies and services to address new program outcomes.
Develop student learning outcomes for all workshops/events and assess on evaluation forms.	<p>All units developed student learning outcomes and assessed on appropriate evaluation forms.</p> <p>Documentation: Workshop and event evaluation summaries.</p>	Continue to identify SLO's for student events and services. Improve workshops and events as needed.
Monitor all operating budgets closely and ensure sound purchasing practices;	All units participated in annual budget review process and planned for annual budget; cost	Information obtained used to plan for upcoming year's budget, and to keep

streamline all processes to reduce costs.	savings were identified and all units stayed within budgetary limits. Documentation: Monthly Budget Reconciliation Forms and AY 2011-2012 Budgets; end of year budget balances for each unit.	operational budget balanced.
Implement the document imaging system across all departments to reduce cost and improve efficiency.	Document imaging system fully implemented in Financial Aid and Admissions and Records. Documentation: Banner Extender	Project complete.
Review all directives, policies and procedures manuals, and web pages by all directors to ensure accurate reflection of practices.	Monthly review of FA P&P is now in second year and working well. Includes Monthly Task List. Documentation: CCTC Financial Aid Policy and Procedures Manual Reviewed admissions and records policies, and procedure manuals, and web pages to ensure accurate reflection of practices. Documentation: Revised Directives and Policies and Procedures Manuals Reviewed all Student Affairs Directives and revised as needed. Documentation: Directives System	Require staff members to review Federal Student Aid handbook chapters for their particular area of responsibility to ensure P&P is current and compliant.
Work closely with VP for Administration and Planning to complete SACS Fifth-Year report.	All units worked closely with Administration and Planning to provide documentation for the Fifth-Year Report. Documentation: SACS Fifth-Year Report	Continue to collaborate with Administration and Planning to ensure compliance with SACS regulations related to Student Affairs; personnel will serve on appropriate SACS committees and teams.
Monitor all state and federal regulations affecting student services programs; implement changes to policies and procedures in a timely manner as required.	FA Staff members attended state, regional and federal trainings and returned with specific areas to be reviewed, revised and implement changes. Documentation: 2011-12 PDP approvals for FA; updates to	Continue to attend PDP offerings and monitor CCTC policies and procedures, adjusting to ensure compliance, and top notch customer service to students.

	<p>P&P, SAP Videos for Website, Consumer Information Page on Website, Clock Hours processing.</p> <p>Department of Education and federal regulations affecting TRiO SSS program were monitored. Used information obtained from TRiO PDP to ensure that new information was obtained, adhered to, and that the annual performance report was submitted in a timely manner. Changes to the annual performance report to include prior-participant information was made and submitted to the Department of Education in a timely manner.</p> <p>Documentation: Annual Performance Report, ListServ, ARGOS Report, and DOE Prior-Participant Report</p>	<p>Continue to relay new information concerning federal regulations of the TRiO program obtained through TRiO PDP and ensure information is accurate when submitting the annual performance report</p>
<p>Identify grant needs and collaborate on grant writing efforts to provide more support services to students.</p>	<p>Collaborated on two Predominantly Black Institution (PBI) grants; secured nearly \$3 million in funding.</p> <p>Documentation: PBI Award Notifications</p>	<p>Continue to implement PBI grants. Identify additional potential grant opportunities.</p>

